



Strategic Plan 2024-2028

Idaho Public Charter School Commission

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Part I. Agency Overview

Agency overview

The Idaho Public Charter School Commission (IPCSC) is Idaho's state-level charter school authorizing entity. The IPCSC is made up of 7 appointed commissioners who serve as the governing body and 5 employees who execute the day-to-day work. The IPCSC maintains a chair and vice chair as well as three standing committees: finance, new petitions, and renewals. IPCSC currently occupies 1095 square feet in the Borah Building, Suite 241.

Because charter schools are not managed by a district office, the authorizer's role is to ensure that the operations, financial health, and academic outcomes of a charter school justify the school's use of public funds. At its core, the IPCSC is a risk-management team that serves a variety of stakeholders, including students, taxpayers, policy makers, school boards, and school administrators.

Mission: The IPCSC's mission is to cultivate exemplary public charter schools.

Vision - The IPCSC envisions that living our mission will result in:

- **Quality** - Idaho families have exemplary charter school options.
- **Autonomy** - Charter schools design and implement unique educational programs.
- **Accountability** - Charter schools meet standards defined in the performance framework.
- **Compliance** - Charter schools operate in compliance with laws, rules, and regulations.
- **Advocacy** - The IPCSC advocates for student and public interests.

Part II. Performance Measures

Summary

Goal 1: The IPCSC will cultivate a portfolio of exemplary charter schools.

Objective A: The IPCSC will make data-driven decisions.

Objective B: The IPCSC will provide effective oversight.

Goal 2: The IPCSC will advocate for student, taxpayer, and charter sector interests.

Objective A: The IPCSC will contribute to effective charter school law.

Objective B: The IPCSC will execute a communication plan.

Objective C: The IPCSC will provide technical assistance

Goal 1: The IPCSC will cultivate a portfolio of exemplary charter schools.

Objective A: The IPCSC will make data-driven decisions.

Alignment: SBE 1A - Data Access and Transparency

Measure 1: Petition Evaluation Reports/ Meeting Minutes

Target 1: 100% of new charter school petitions approved without conditions will meet all of the established standards of quality.

Result: 100% of new charter school petitions approved without conditions met all established standards of quality. The IPCSC received 5 new charter school petitions in FY23. 1 withdrew before hearing; 3 did not meet all standards and were subsequently approved with conditions; 1 did meet all standards and was approved with no conditions.

	FY22	FY23	FY24	FY25	FY26
# of Petitions Approved Without Conditions	1	1			
# of approved petitions meeting all established standards of quality	1	1			
Benchmark:	100%	100%	100%	100%	100%
Achievement:	Met	Met			

Measure 2: Annual School Performance Reports/ Final Orders

Target 1: All schools whose renewal applications are approved without conditions meet all standards on the school's most recent annual performance report.

Result: 10 of the 11 schools renewed without conditions in FY23 met the minimum standard on all measures of the on the school's most recent annual performance report. One charter did not meet all standards, but was renewed without conditions.

	FY22	FY23	FY24	FY25	FY26
# Charters Meeting All Standards	4/12	10			
# Charters Renewed Without Conditions	4/12	11			
Benchmark:	100%	100%	100%	100%	100%
Achievement:	Met	Met			

Target 2: All schools whose renewal applications are approved with conditions include conditions specific to the unmet measures noted in the school’s most recent annual performance report.

Result: All schools renewed with conditions in FY22 included conditions specific to each measure on which the school did not meet standard as reported in the school’s most recent annual performance report. Pursuant to Idaho Code, each condition includes a specific due date and revocation will be considered if conditions are not met at that time.

	FY22	FY23	FY24	FY25	FY26
# Charters with Unmet Standards in FY22	8	7			
# of Conditional Renewals w/ Conditions for Each Unmet Standard	7	6			
# of Non-Renewed Charters	1	0			
Benchmark:	100%	86%			
Achievement:	Met	Not Met			

Measure 3: Meeting Minutes

Target 1: The IPCSC will engage in at least five (5) professional development mini-sessions to be conducted at regular commission meetings each year.

Result: The IPCSC engaged in five trainings in FY23 including discussing articles regarding the structure of education services providers, receiving instruction on the renewal hearing procedures, and two trainings are planned for June regarding charter facilities and the legislative process.

	FY22	FY23	FY24	FY25	FY26
# of training opportunities engaged	5	5			
Benchmark:	5	5			
Achievement:	Met	Met			

Goal 1: The IPCSC will cultivate a portfolio of exemplary charter schools.

Objective B: The IPCSC will provide effective oversight.

Alignment: Idaho Code §33-5209A and §33-5210, regarding accountability

Measure 1: Performance Framework

Target 1: 95% of IPCSC schools will meet or exceed standard on each operational measure each year.

	Governanc e Structure	Governan ce Oversight	Governance Compliance	Student Service s	Data Transparenc y	Facility Service s	Ops. Complianc e
2020-21 Result	94%	96%	92%	96%	86%	100%	90%
2021-22 Result	98%	96%	89%	75%	96%	96%	68%
2022-23 Result							
2023-24 Result							
2024-25 Result							
Benchmark:	95%	95%	95%	95%	95%	95%	95%
Achievement:	Met	Met	Not Met	Not Met	Met	Met	Not Met

Target 2: 90% of IPCSC schools will meet or exceed standard on each financial measure each year.

	Current Ratio (assets to liabilities)	Min. 60 Days Cash	Positive 3-Yr Aggregate Total Margin	Positive Multi-Yr Cash Flow	Debt Service Coverage at least 1.1	Debt/Asse t Ratio less than .9	Meeting Enrollme nt Projection s
2020-21 Result	84%	80%	88%	84%	69%	78%	72%
2021-22 Result	96%	92%	96%	70%	70%	80%	70%
2022-23 Result							
2023-24 Result							
2024-25 Result							
Benchmark:	90%	90%	90%	90%	90%	90%	90%
Achievement:	Met	Met	Met	Not Met	Not Met	Not Met	Not Met

Target 3: 75% of IPCSC schools will meet or exceed standard on all academic measures by 6/30/2025.

General Education	Math Proficiency	ELA Proficiency	Literacy Proficiency	Alt. Math	Alt ELA	Progress Grad	Additional Grad
2020-21 Result	38%	71%	72%	Baseline 50%	Baseline 67%	NA	NA
2021-22 Result	77%	80%	77%	50%	63%	Baseline 50%	Baseline 38%
2022-23 Result							
2023-24 Result							
2024-25 Result							
Benchmark:	75%	75%	75%	50%	67%	50%	38%
Achievement:	Met	Met	Met	Met	Not Met	NA	NA

Measure 2: Complaint and Concern Log

Target 1: 95% of identified concerns will be resolved within 30 days or on-track for resolution within 30 days.

Result: The IPCSC received 30 documented complaints in FY23. 28 of these complaints were resolved within 30 days, having been referred through the schools grievance procedures.

	FY22	FY23	FY24	FY25	FY26
# of Complaints Received	43	30			
# of Complaints Resolved w/in 30 days or on track to resolution w/in 30 Days	41	28			
% of Complaints Resolves promptly	95%	93%			
Benchmark:	95%	95%	95%	95%	95%
Achievement:	Met	Not Met			

Measure 3: Courtesy Letters

Target 2: 95% of the concerns that cannot be resolved within 30 days are engaged as a formal investigation and documented via courtesy letters.

Result: Of the 2 complaints/ concerns that were not resolved within 30 days, both issues were resolved upon further investigation and formal notification of the issue.

	FY22	FY23	FY24	FY25	FY26
# of concerns not resolved within 30 days	2	2			
# of concerns addressed via courtesy letter	2	2			
Benchmark:	95%	95%	95%	95%	95%
Achievement:	Met	Met			

Goal 2: The IPCSC will advocate for student, taxpayer, and charter sector interests.

Objective A: Contribute to effective charter school law.

Alignment: Idaho Code §33-5213, regarding duty to administer and enforce chapter

Measure 1: Maintenance of Effort Records

	FY22	FY23	FY24	FY25	FY26
Actual Hours	4% 83 hours	6% 125 hours			
Benchmark:	Baseline	6%	8%	9%	10%
Achievement:	NA	Met			

Goal 2: The IPCSC will advocate for student, taxpayer, and charter sector interests.

Objective B: Communicate effectively with Stakeholders

Measure 1: Newsletter and Social Media Data

Target 1: The IPCSC will achieve a 75% open rate on quarterly newsletters sent to all IPCSC school administrators and board chairs by June 30, 2025.

Result:

Newsletter	FY22	FY23	FY24	FY25	FY26
# of Recipients	355	455			
Open Rate	60%	57%			
Benchmark:	Baseline	70%	73%	75%	75%
Achievement:	NA	Not Met			

Measure 2: School Survey Participation Rate

Target 1: 95% of IPCSC schools will provide feedback via an annual feedback survey.

Result:

Stakeholder Survey	FY22	FY23	FY24	FY25	FY26
# of Recipients	136	584			
Response Rate	29%	15%			
Benchmark:	45%	55%	75%	85%	95%
Achievement:	Not Met	Not Met			

Goal 2: The IPCSC will advocate for student, taxpayer, and charter sector interests.

Objective C: Facilitate access to meaningful resources for charter schools.

Alignment: Idaho Code §33-5209, regarding enforcement

Measure 1: Network Event Attendance Rosters

Target 1: The IPCSC will engage at least 100 unique stakeholders each year through networking events by June 30, 2025.

Result: The IPCSC hosted 6 networking events a total of 60 participants engaged. The strategic planning committee has identified expanding these networking opportunities as a goal.

Events	FY22	FY23	FY24	FY25	FY26
# of Participants	TBD	60			
# of Events	Mid-June	6			
Benchmark:	Baseline	60 4	75 5	90 5	100 5
Achievement:	NA	Met			

Measure 2: Annual Performance Reports

Target 1: Provide outreach to every school that does not meet standard on one or more measure as reported on the school’s annual performance report by February 15th.

Task 1: Program Managers will engage in outreach with all schools whose annual reports indicates a rating of “approaches” or “does not meet” standard on any measure by February 15th each year.

Result: Across all measures (financial, operational, and academic) 32 schools did not meet standard on one or more measures. PCSC staff were able to discuss the outcomes with 24 of these schools (75%) prior to 2/15/23. Outreach continues beyond this date.

	FY22	FY23	FY24	FY25	FY26
% of schools not meeting one or more standard that were provided direct outreach by 2/15/23	65%	85%			
Benchmark:	65%	75%	85%	95%	100%
Achievement:	Met	Met			

Key External Factors

- Lack of public awareness of charter schools;
- The autonomy of independent charter school governing boards;
- Legislation;
- Corporate influence on entities external to the IPCSC; and
- The impact on assessment of student mobility in a school choice setting.

Evaluation

The IPCSC will evaluate the successes and challenges of progress toward objectives at least once throughout the year. In FY23, the IPCSC established a strategic planning committee that intends to meet multiple times each year to engage in long-term goal setting through annual strategic planning work and making recommendations to the larger governing body.