



## Strategic Plan 2025-2029

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.

For charter schools that 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 – Reward high-performing charter schools with enhanced autonomy.
- 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.

**Values –** The IPCSC values the following approach to executing our work:

- Professionalism – The IPCSC acts with respect and decorum.
- Efficiency – The IPCSC provides service with efficiency.
- Credibility – The IPCSC is a source of accurate information.
- Integrity – The IPCSC makes data-driven decisions that serve its mission and vision.
- Communication – The IPCSC communicates with and listens to stakeholders.

## 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.

**Measure 1:** Petition Evaluation Reports/ Meeting Minutes

**Target:** 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 three new charter school petitions in FY24. One withdrew before hearing; two met all standards and were approved with no conditions.

	FY22	FY23	FY24	FY25	FY26	FY27
# of Petitions Approved Without Conditions	1	1	2			
# of approved petitions meeting all established standards of quality	1	1	2			
Benchmark:	100%	100%	100%	100%	100%	100%
Achievement:	Met	Met	Met			

**Measure 2:** Annual School Performance Reports/ Final Orders

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

**Result:** 15 of the 16 renewal schools were renewed without conditions in FY24 met the standard for renewal based on the school’s most recent annual performance report. One charter did not meet all standards, but was renewed with conditions.

	FY22	FY23	FY24	FY25	FY26	FY27
# Charters Meeting All Standards	4/12	10	15			
# Charters Renewed Without Conditions	4/12	11	15			
Benchmark:	100%	100%	100%	100%	100%	100%
Achievement:	Met	Met	Met			

**Target B:** 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:** One school renewed with conditions in FY24 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.

	FY22	FY23	FY24	FY25	FY26	FY27
# Charters with Unmet Standards in FY24	8	7	1			
# of Conditional Renewals w/ Conditions for Each Unmet Standard	7	6	1			
# of Non-Renewed Charters	1	0	0			
Benchmark:	100%	86%	100%			
Achievement:	Met	Not Met	Met			

**Measure 3:** Meeting Minutes

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

**Result:** In FY24, the IPCSC commission and staff had turnover in many positions. This did not allow for regular engagement of professional development.

	FY22	FY23	FY24	FY25	FY26	FY27
# of training opportunities engaged	5	5	2			
Benchmark:	5	5	5			
Achievement:	Met	Met	Not Met			

**Objective B:** The IPCSC will provide effective oversight.

**Measure 1:** Performance Framework

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

	Governance Structure	Governance Oversight	Governance Compliance	Student Services	Data Transparency	Facility Services	Compliance
2020-21	94%	96%	92%	96%	86%	100%	90%
2021-22	98%	96%	89%	75%	96%	96%	68%
2022-23	98%	100%	98%	93%	95%	100%	95%
2023-24							
2024-25							
2025-26							
<b>Benchmark:</b>	95%	95%	95%	95%	95%	95%	95%
<b>Achievement:</b>	Met	Met	Met	Not Met	Met	Met	Met

**Target B:** 90% of IPCSC schools will meet or exceed standard on all financial measures 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/Asset Ratio less than .9	Meeting Enrollment Projections
2020-21	84%	80%	88%	84%	69%	78%	72%
2021-22	96%	92%	96%	70%	70%	80%	70%
2022-23	93%	98%	72%	67%	76%	78%	65%
2023-24							
2024-25							
2025-26							
<b>Benchmark:</b>	90%	90%	90%	90%	90%	90%	90%
<b>Achievement:</b>	Met	Met	Not Met	Not Met	Not Met	Not Met	Not Met

**Target C:** 75% of IPCSC schools will meet or exceed standard on all academic measures and in case of alternative schools, meet established baseline measures.

<b>General Education</b>	Math Proficiency	ELA Proficiency	Literacy Proficiency	Math Growth	ELA Growth
2020-21	38%	71%	72%	NA	NA
2021-22	77%	80%	77%	NA	NA
2022-23	70%	67%	77%	55%	64%
2023-24					
2024-25					
2025-26					
<b>Benchmark:</b>	75%	75%	75%	75%	75%
<b>Achievement:</b>	Not Met	Not Met	Met	Not Met	Not Met

	Alternative Math	Alternative ELA	Progress Graduation	Additional Graduation
2020-21	Baseline 50%	Baseline 67%	NA	NA
2021-22	50%	63%	Baseline 50%	Baseline 38%
2022-23	57%	75%	57%	100%
2023-24				
2024-25				
2025-26				
<b>Benchmark:</b>	50%	67%	50%	38%
<b>Achievement:</b>	Met	Met	Met	Met

**Measure 2: Community Concerns**

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

**Result:** The IPCSC received nine documented complaints in FY24. All of these complaints were resolved within 30 days, having been referred through the school’s grievance procedures.

	FY22	FY23	FY24	FY25	FY26	FY27
# of Complaints received	43	30	9			
# of Complaints resolved w/in 30 days or on track to resolution w/in 30 Days	41	28	9			
% of Complaints resolved promptly	95%	93%	100%			
Benchmark:	95%	95%	95%	95%	95%	95%
Achievement:	Met	Not Met	Met			

**Measure 3: Courtesy Letters**

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

**Result:** No courtesy letters were issued in FY24.

	FY22	FY23	FY24	FY25	FY26	FY27
# of concerns not resolved within 30 days	2	2	NA			
# of concerns addressed via courtesy letter	2	2	NA			
Benchmark:	95%	95%	95%	95%	95%	95%
Achievement:	Met	Met	NA			

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

**Objective A:** Contribute to effective charter school law

**Measure 1:** Maintenance of effort records

**Target:** The IPCSC director will allocate a minimum of 8% of work hours to spend on advocacy.

**Result:** IPCSC staff turnover in director position in FY24 did not allow for tracking of this measure.

	FY22	FY23	FY24	FY25	FY26	FY27
Actual Hours	4% 83 hours	6% 125 hours	NA			
Benchmark:	Baseline	6%	8%	9%	10%	10%
Achievement:	NA	Met	NA			

**Objective B:** Communicate effectively with stakeholders

**Measure 1:** Newsletter and social media data

**Target:** The IPCSC will achieve a 75% open rate on quarterly newsletters sent to all IPCSC school administrators and board chairs.

**Result:** The IPCSC staff did not have adequate staff capacity to measure the level of communication per this targeted goal.

<b>Newsletter</b>	FY22	FY23	FY24	FY25	FY26	FY27
# of Recipients	355	455	NA			
Open Rate	60%	57%	NA			
Benchmark:	Baseline	70%	73%	75%	75%	75%
Achievement:	NA	Not Met	NA			

**Measure 2:** School survey participation rate

**Target:** The IPCSC will receive 75% of sent responses of surveys to stakeholders.

**Result:** The IPCSC sent a survey to charter school stakeholders to inform the agency of its performance.

<b>Stakeholder Survey</b>	FY22	FY23	FY24	FY25	FY26	FY27
# of Recipients	136	584	122			
Response Rate	29%	15%	72%			
Benchmark:	45%	55%	75%	85%	95%	95%
Achievement:	Not Met	Not Met	Not Met			



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

**Measure 1:** Network Event Attendance Rosters

**Target:** The IPCSC will engage at least 100 unique stakeholder each year through networking events.

**Result:** Due to IPCSC staff capacity and turnover, no networking data was collected in FY24.

Events	FY22	FY23	FY24	FY25	FY26	FY27
# of Participants	TBD	60	NA			
# of Events	Mid-June	6	NA			
Benchmark:	Baseline	60 4	75 5	90 5	100 5	100 5
Achievement:	NA	Met	NA			

**Measure 2:** Annual Performance Reports

**Target:** 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 15<sup>th</sup>.

**Result:** Due to IPCSC staff capacity and turnover, this measurement was not available in FY24.

	FY22	FY23	FY24	FY25	FY26	FY27
% of schools not meeting one or more standard that were provided direct outreach by 2/15/24	65%	85%	NA			
Benchmark:	65%	75%	85%	95%	100%	100%
Achievement:	Met	Met	NA			

**Key External Factors**

- The autonomy of independent charter school governing boards.
- Legislation impacting charter schools and IPCSC.
- 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 FY24, the IPCSC underwent many changes in its composition of staff and commissioners. The IPCSC is committed to annual evaluation of its strategic plan and measurable goals.