



Strategic Plan

2024-2027

Executive summary

- The Missouri Charter Public School Association (MCPSA) is a nonprofit membership association **founded in 2006** with a mission to improve student achievement by increasing access to high-quality charter public education options throughout Missouri
- MCPSA has played a key role **advocating for the public charter sector**, supporting the removal of a geographic 'cap' on charters in 2012, successfully advocating for statewide equitable funding in 2021, and currently counting **100% of Missouri charter LEAs as members** of the association
- Despite MCPSA's many successes over the years, the Missouri charter sector faces **significant headwinds**:
 - **School quality is uneven** across the sector, with some charter LEAs far outpacing their district counterparts and others hovering at or below district averages
 - **Public perception of charters is muddled** by misinformation and often focused on the shortcomings of a few actors over the successes and ongoing promise of the sector as a whole
 - **Political support for charters is split** along party lines, and the sector faces near-term uncertainty with the a new the state education commissioner and potential vacancies on the state board
- With this context in mind and with a new Executive Director in place, MCPSA will seek to grow its impact over the next three years by investing in **three strategic priorities**:
 - 1 Support quality schools** by providing an expanded set of member solutions and community-based collaboration structures to existing and new charter LEAs
 - 2 Strengthen public perception** of the charter sector by building internal comms capacity and equipping member schools to effectively tell their story
 - 3 Increase political support** by continuing existing policy and legislative work and building new, sustained advocacy and political operations
- To execute this ambitious plan, we intend to **grow our staff to 10 FTEs**, operate on a **\$2.2M annual budget**, and raise **\$5M from philanthropy** over the next three years

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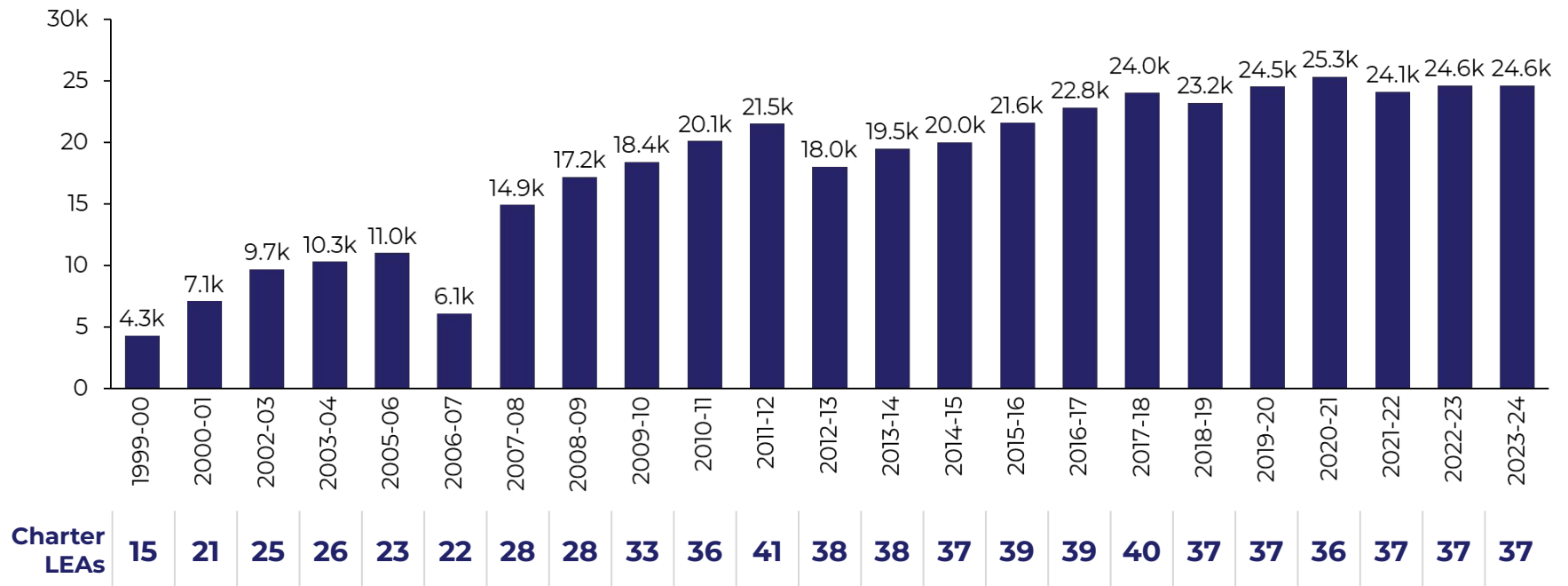
Context

Where We Are

The first charter schools opened in Missouri in 1999, and today over 24k students attend a charter school

Total Enrollment in Missouri Charter LEAs by Year

1999 through 2023



All charters are currently located in KC or STL, due in part to a geographic 'cap' in the original charter law

Kansas City

50% Market share
20 LEAs
42 Buildings
13,300 Students



St. Louis

39% Market share
14 LEAs
39 Buildings
12,000 Students

More on the "Cap"

The original **1998** law stipulated charters schools could **only open in a city with 350k+ inhabitants**, limiting growth to Kansas City or St. Louis

In **2012** the **geographic 'cap' was lifted**, allowing charters to open across the state based in part on the accreditation status of the local district

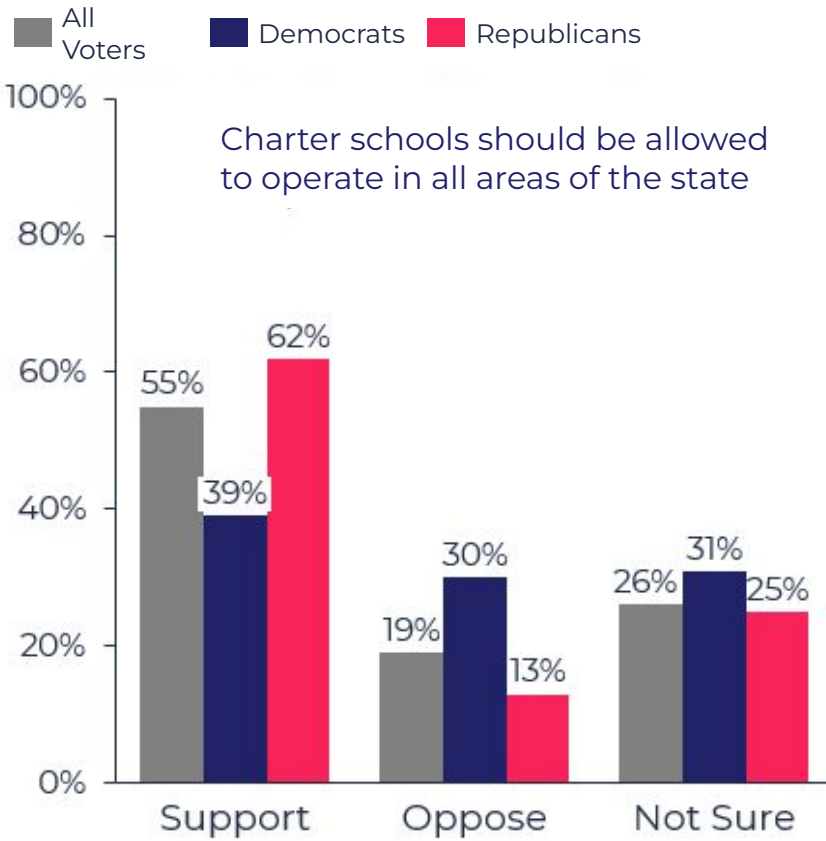
Today, although charters can technically open under the right circumstances across Missouri, **no charters have opened outside of KC and STL**



Public opinion on charter schools splits across party lines, with Republicans far more likely to be in favor

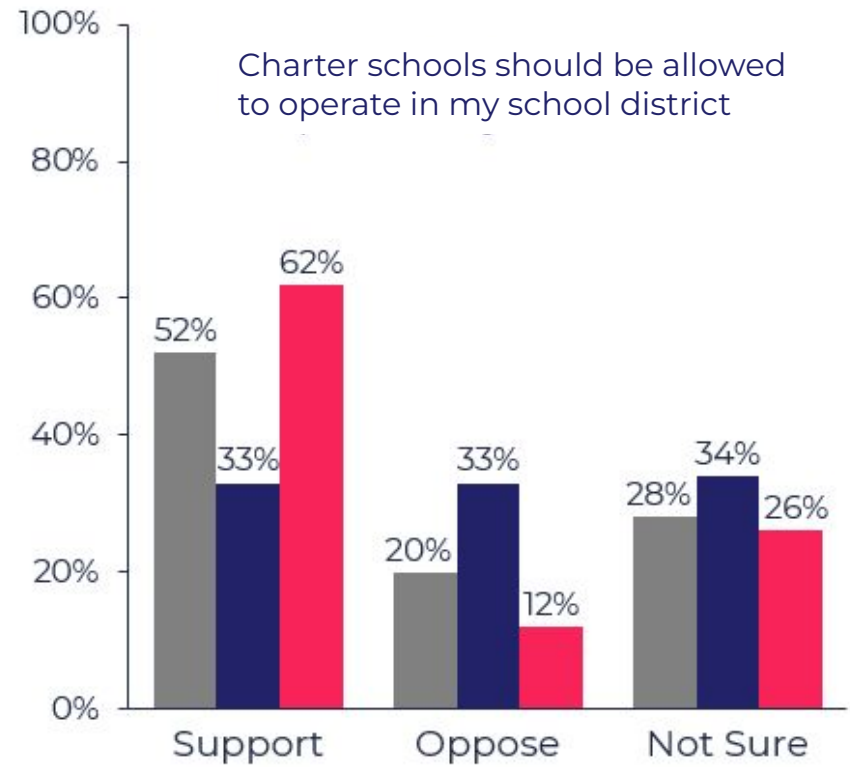
Charter Schools: Allowed in State

August 2023 Poll Results



Charter Schools: Allowed in District

August 2023 Poll Results



The common narrative is that school quality is uneven across the sector

Kansas City charter school put on probation over low test scores, staffing problems

*"In general, **we all know that charter schools are not outperforming district schools** in Missouri."*

*"**It's not that charters are great**, it's that the districts are really bad."*

St. Louis charter schools may close due to low test scores

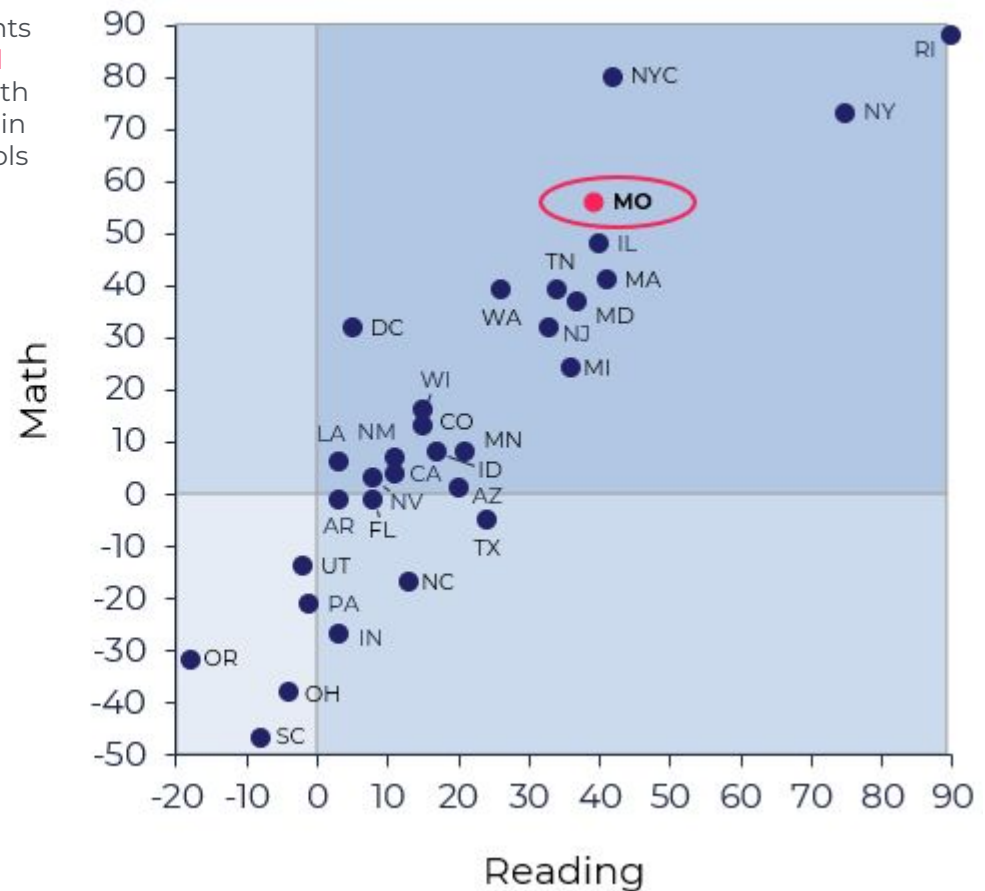
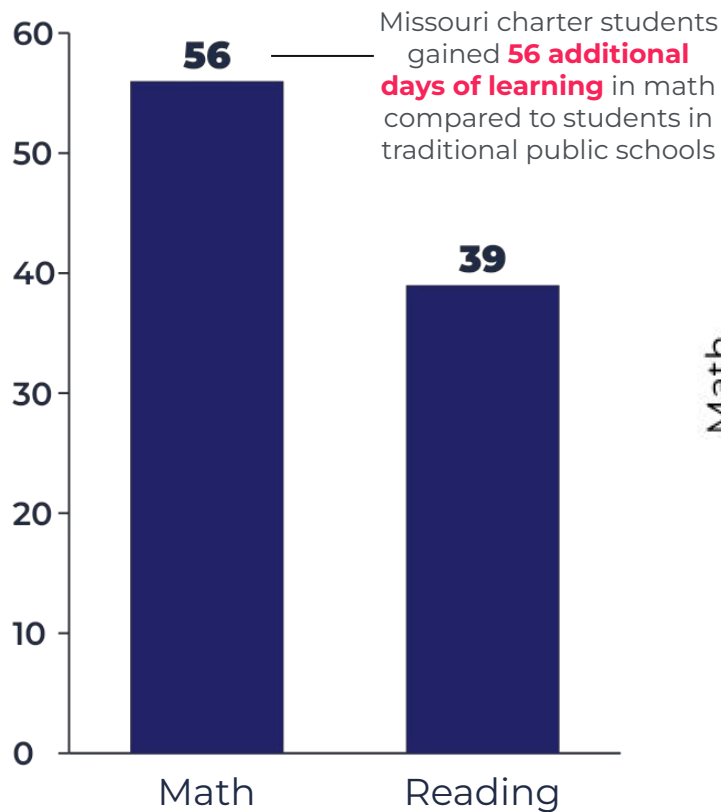
Missouri Charter School Commission may force a Kansas City-area school to close, citing low test scores

*"I think **most people would agree that the overall outcomes of the charter are not so great** that we can't rest on our laurels."*



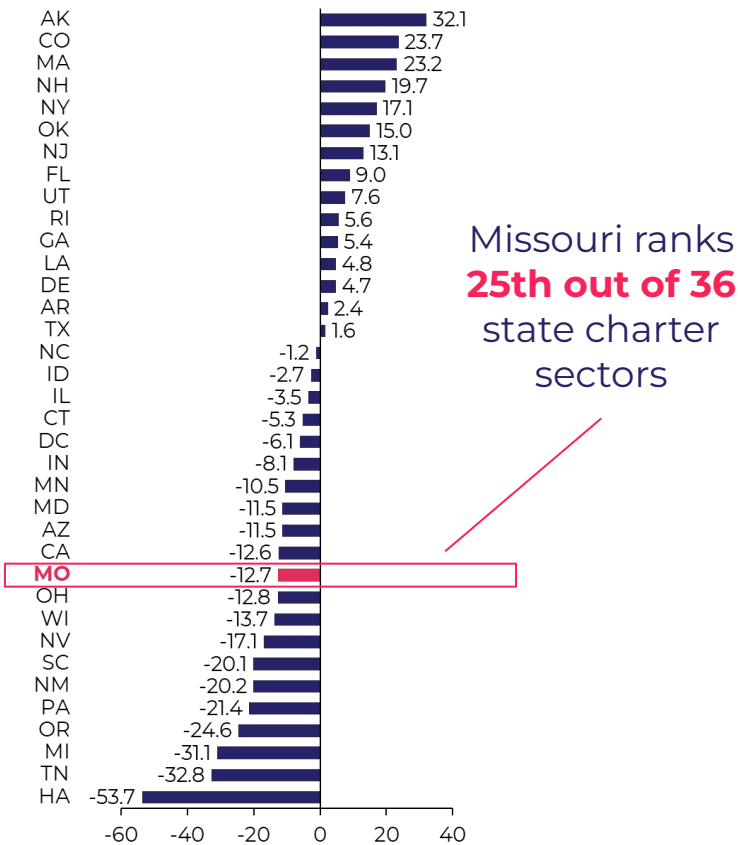
But our sector ranks top 5 nationally when comparing charter student gains to peers in traditional publics

Additional Days of Learning, Charter Schools Compared to Traditional Public Schools 2014-15 through 2018-19



However, our sector's performance lags other states' in overall scores and gap-closing measures

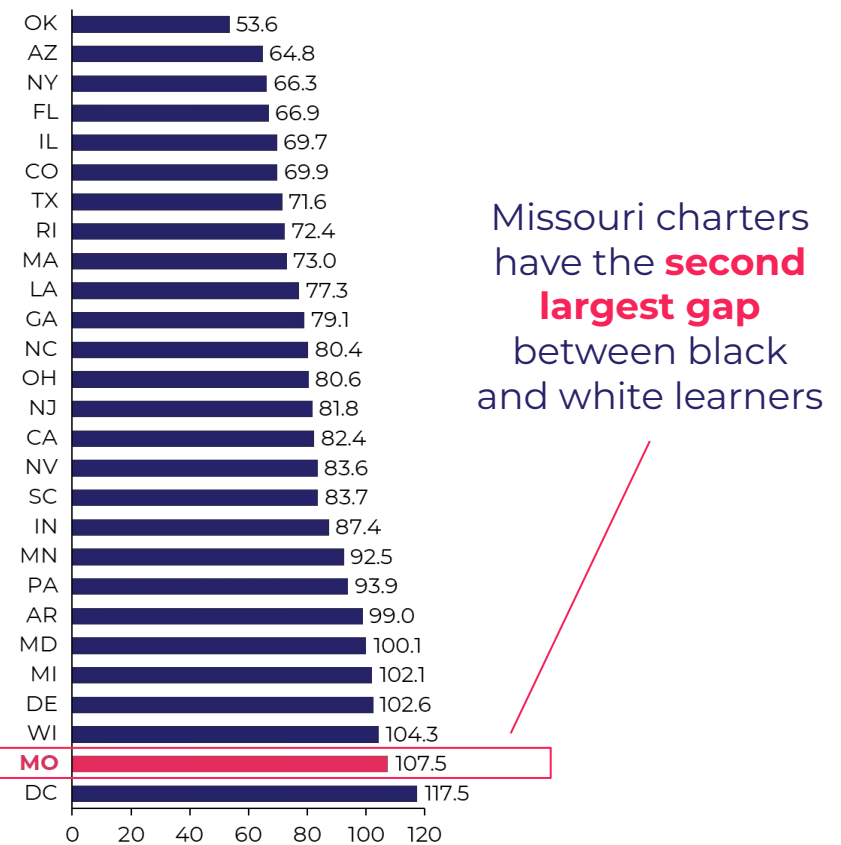
State Rankings of Charter Performance
2009-2019 NAEP, avg. charter student performance



Missouri ranks
25th out of 36
state charter
sectors

Percent of a standard deviation
above or below national average

Gap Between White/ Black Charter Students
2009-2019 NAEP, avg. white-Black difference



Missouri charters
have the **second**
largest gap
between black
and white learners

Percent of a standard deviation
between white and Black scores



Despite recent wins for charters, the sector faces significant headwinds

Tailwinds

- Latest **CREDO study** places Missouri charter sector in top 5 nationally when comparing charter student gains to peers in traditional publics
- Recent win on **funding equity** due in part to “fix the glitch” campaign seen as major win
- Favorable resolution of lawsuit on **local funding** seen as a win, but further damaged SLPS relationship
- Efforts to pursue **open enrollment** could open up options for families immediately outside cities
- General obligation **bonds in KC** may present opportunity for collaboration between charters and KCPS
- Latest **poll results** indicate over half of all voters are supportive of charter schools

Headwinds

- **Charter school quality is uneven**, and exceptionally low district scores is part of what drives strong comparisons on national studies
- **Prevailing narrative** on charters is muddled by misinformation and a focus on a few bad actors
- Risk that **charter schools become conflated with vouchers** in broader choice narrative
- State **charter statutes are “messy,”** but many see risk of blowback if language is opened back up
- **Uncertainty** about how new state commissioner will show up for charters, and potential vacancies on state board
- Political and ideological **support for charters doesn’t come from cities**, where all charters currently operate





Background

Who We Are

The Missouri Charter Public School Association (MCPSA) is a statewide nonprofit founded in 2006



The Missouri Charter Public School Association (MCPSA) is a **nonprofit membership organization** that offers member services and policy/advocacy support to charter schools across the state of Missouri.



Mission

To improve student achievement by increasing access to high-quality charter public education options throughout Missouri.

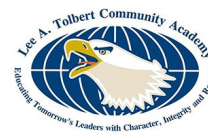
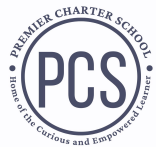
Fast Facts

- 3 current FTEs*
- \$1.2M budget in FY23
- Staff presence in St. Louis, Kansas City, and Jefferson City
- 100% of Missouri charter LEAs are members

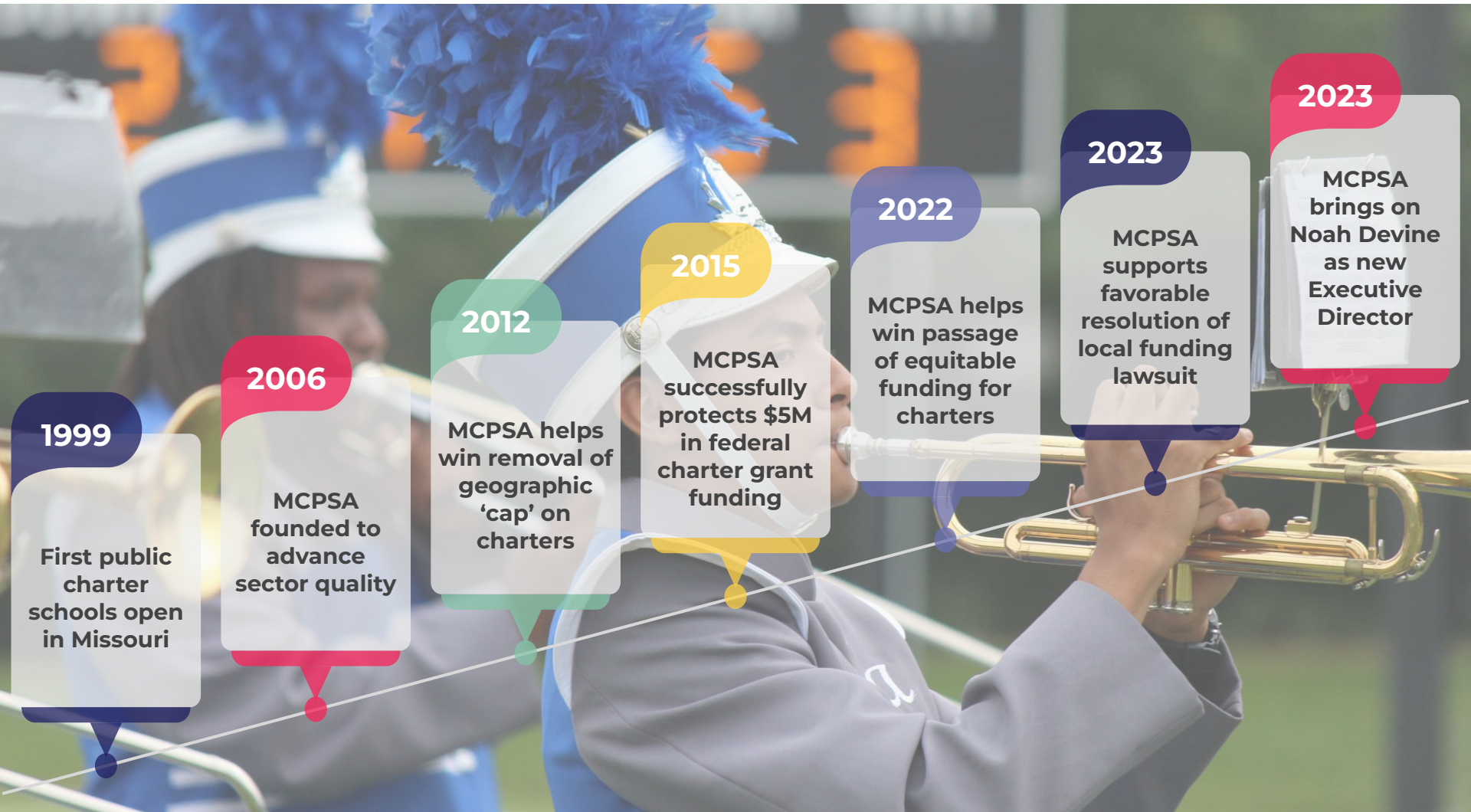
*MCPSA has historically operated with a five-person staff



Today, every charter school in Missouri is a dues-paying member of MCPSCA



The association has been a consistent advocate for charters, and welcomed a new ED in June 2023



1999

First public charter schools open in Missouri

2006

MCPSA founded to advance sector quality

2012

MCPSA helps win removal of geographic 'cap' on charters

2015

MCPSA successfully protects \$5M in federal charter grant funding

2022

MCPSA helps win passage of equitable funding for charters

2023

MCPSA supports favorable resolution of local funding lawsuit

2023

MCPSA brings on Noah Devine as new Executive Director



MCPSA exists to advance equitable access to high-quality schools

Our North Star

All families in Missouri have equitable access to high-quality schools that enable their students to thrive

Our Role

The role of MCPSA is to **promote and protect** the conditions that will enable the public charter sector to thrive, so that our schools contribute toward the **common goal** of all Missouri children having equitable access to **high-quality schools**.

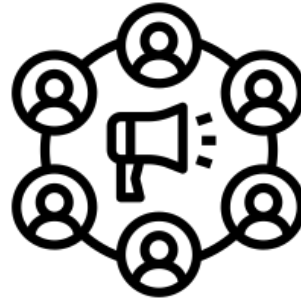


To fulfill this role, we focus on three main areas



Member Solutions

We provide targeted services and facilitate collaborative problem-solving with our members to support high-quality schools



Communications

We harness the collective voice of our school communities to steward the public narrative about charter schools in Missouri



Policy & Advocacy

We maintain a presence in Jefferson City to monitor and advocate for policies that support our schools and students



Our three-year strategy is responsive to the needs of our members and the current landscape in MO

- As the only organization dedicated specifically to the needs of Missouri charter schools, MCPSA is **uniquely positioned to convene charters and amplify their voice** in Missouri
- Over the next few years, MCPSA has the opportunity to **clarify its role**, reground stakeholders in a **shared vision** for the charter sector, and **build support** to help that vision come to fruition



Our work starts with listening to and supporting members — our schools value the supports we provide to navigate and access **federal programs**, facilitate **collaboration between charter schools**, and share **best practices and resources** — maintaining these services is a top priority



Next, we must **communicate effectively** — harnessing the collective voice of our school communities to steward the public narrative about charter schools in Missouri



Finally, we will build support for **policies that promote and protect** charter freedoms — on behalf our members and the families they serve

- As a result of this plan, we expect to see a renewed focus on **charter quality**, increased **public support** for charters, and **continued growth** of the charter sector in both existing and new geographies





The Strategy

Where We're Going

Informed by our north star and where we are today, we have defined our three-year intended impact

Intended Impact

By 2027:

- 90% of our members will agree or strongly agree that MCPSA provides valuable **services that enhance school quality**
- We will **increase public support for charters** in the counties where charters operate*
- We will **increase elected representative support** for charters in the counties where charters operate*
- We will **support 3 successful charter applications** from outside of Kansas City and St. Louis
- 90% of stakeholders surveyed will agree or strongly agree that MCPSA is an **effective voice for the sector**

North Star

All families in Missouri have **equitable access to high-quality schools** that enable their students to thrive



To achieve our intended impact, we will focus on three strategic priorities over the next three years...

Strategic Priorities

1

**Support
Quality
Schools**

by providing an expanded set of member solutions and community-based collaboration structures to existing and new charter LEAs

2

**Strengthen
Public
Perception**

of the public charter sector by building our internal comms capacity and equipping member schools to tell their story

3

**Increase
Political
Support**

by continuing our existing policy and legislative work and building sustained advocacy and political operations



...along with a set of initiatives aligned with each priority

Priorities

Initiatives

1

Support Quality Schools

- 1a)** Maintain in-demand **school services** and facilitate community-based collaboration structures for charter school leaders
- 1b)** Identify and publicize data on charter **school quality**
- 1c)** Support **demand-driven growth** of quality charter seats within **existing markets**
- 1d)** Support **application and launch** of quality schools within **new markets**

2

Strengthen Public Perception

- 2a)** Develop and launch a comprehensive **communications campaign** based on targeted research and an internal communications plan
- 2b)** **Equip member schools** to promote their work and reinforce key messages with priority stakeholders

3

Increase Political Support

- 3a)** Set up appropriate **vehicle** to achieve policy and political goals (e.g., 501c4, PAC) and partner/leverage work with existing vehicles to pursue agenda
- 3b)** Decide a shared **legislative agenda** in partnership with schools and stakeholders, and coordinate reform coalition to collaboratively pursue shared agenda





Implementation

How We'll Get There

We envision executing against these initiatives over the next three years...

Initiative	Owner	FY24				FY25				FY26								
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
1a) Maintain in-demand school services and facilitate collaboration structures	City Director	Intensive/ start-up phase			Less intensive/ maintenance													
1b) Identify and publicize data on charter school quality	TBD				Intensive/ start-up phase			Less intensive/ maintenance										
1c) Support demand-driven growth of quality charter seats in existing markets	City Director	Intensive/ start-up phase																
1d) Support application and launch of quality schools within new markets	Outstate Director				Intensive/ start-up phase				Less intensive/ maintenance									
2a) Develop and launch a targeted communications campaign	Director of Communications				Intensive/ start-up phase						Less intensive/ maintenance							
2b) Equip member schools to promote their work and reinforce key messages	Director of Communications	Intensive/ start-up phase		Less intensive/ maintenance														
3a) Set up appropriate vehicle to achieve policy and political goals (e.g. 501c4, PAC)	Executive Director	Intensive/ start-up phase		Less intensive/ maintenance														
3b) Coordinate reform coalition to pursue agenda	Executive Director				Intensive/ start-up phase						Less intensive/ maintenance							

Intensive/ start-up phase

Less intensive/ maintenance

*All plans are preliminary, predecisional, and not exhaustive

...and will monitor progress using a set of metrics and milestones

Strategic Priority	Outcome metrics	FY24	FY25	FY26
1a) Maintain in-demand school services and facilitate community- based collaboration structures for school leaders	90% of schools 'satisfied' or 'highly satisfied' with services they receive from MCPSA	Set baseline w/ member survey	Improve over baseline	Improve over FY25 outcome
1b) Identify and publicize data on charter school quality	Key stakeholders understand definition of High Quality (HQ), which charters are HQ, and see MCPSA as reliable source for quality info	Set baseline w/ member survey	Improve over baseline	Improve over 2025 outcome
1c) Support demand- driven growth of quality charter seats within existing markets	Support school teams to replicate or expand using CSP resources	Support X schools	TBD	TBD
1d) Support application and launch of quality schools within new markets	Recruit and support successful applications of 3+ new charters outside of KC/STL by FY27	1+ successful new charter app. outside KC/STL	1+ successful new charter app. outside KC/STL	1+ successful new charter app. outside KC/STL
2a) Build the communications capacity of MCPSA to raise awareness of charter schools and steward charter narrative	Meaningfully improve over 2024 baselines for targeted elected representative charter support and public perception of charters	Set engagement baseline	Improve over baseline	Improve over FY25 outcome
2b) Equip member schools to promote their work and reinforce key messages with priority stakeholders	Member schools communicate their impact effectively and build local / regional / statewide support	Set baseline engagement of members in training	Improve over baseline	Improve over FY25 outcome
3a) Set up vehicle to achieve policy and political goals (e.g., 501c4, PAC)	Vehicle launched by April 2024 (in time for fall 2024 election cycle)	Launch vehicle	Leverage vehicle to pursue legislative agenda in priority 3b	
3b) Decide a shared legislative agenda and coordinate reform coalition to collaboratively pursue shared agenda	Legislative agenda in place by ___ with a path to 2-3 "wins" (big or small) in 2025 (or 2026) legislative session	Legislative agenda published	1+ legislative wins in 2025 session	1+ legislative wins in 2026 session

We have developed plans for each initiative that we will continue to refine through the first half of 2024

3 Detail: increase political support			
Initiative	Goal	Key Activities and Timing	Investments*
3a) Set up appropriate vehicle	Vehicle launched by year 2024 (no later than 2024)	1. Research options for political advocacy vehicles with an eye to assessing their fit to MCPSA's call to a charter	• Start-up expenses/ legal fees: \$15k

2 Detail: strengthen public perception			
Initiative	Goal	Key Activities and Timing	Investments*
2a) Build the communications	Meaningfully improve new 2024 baseline by	1. Research perceptions about charters among state elected and policy officials through qualitative	• Director of Communications: TBD Investments: TBD Lobbying: \$100k annually and \$10k in FY24

1 Detail: support quality schools			
Initiative	Goal	Key Activities and Timing	Investments*
1a) Maintain in-demand school services and facilitate community-based collaboration structures for charter school leaders	90% of schools "satisfied" or "highly satisfied" with services they receive from MCPSA	<ol style="list-style-type: none"> Onboard additional member solutions support to add capacity and allow for training and overlap with current director of federal programs (by Q1 2024) Hire city-based directors focused primarily on supporting school members in STL and KC to utilize services and collaborate with each other (by Q2 2024) Hire member services coordinator to serve as "help desk" operator and utility player (by Q3 2024) Expand menu of member services (by Q3 2024) 	<ul style="list-style-type: none"> Director of Member Services: TBD Member Solutions Associate: TBD City Director: TBD Outstate Director: TBD Member Solutions Associate: TBD (in FY25)
1b) Identify and publicize data on charter school quality	Key stakeholders understand definition of High Quality (HQ), which charter schools are HQ, and see MCPSA as reliable source for quality info	<ol style="list-style-type: none"> Create a school quality data framework and work to norm it across schools' sponsors (by Q3 2024) Design and launch section within MCPSA website to share individual charter and sector wide data and publish detailed explanatory updates (by Q4 2024) Launch PR / comms campaign to share data and raise awareness with key audiences (by Q1 2025) 	<ul style="list-style-type: none"> School quality data program: \$100k in 2024, \$50k annually in 2025-26 Website design and tech support: \$10k annually Comms support and Messaging: \$30k annually TBD (will use CSP allocation)
1c) Support demand-driven growth of quality charter seats within existing markets	Support X school teams to replicate or expand using CSP resources (funding + CoP)	1. Fulfill CSP Community of Practice coordinator role; encourage/discourage school leaders to apply for CSP funds, discourage others, coordinate with funders (by Q2 2024 and ongoing)	Investment: \$28
1d) Support application and launch of quality schools within new markets	Recruit and support successful applications of 3+ new charters outside of KC/STL by FY27	<ol style="list-style-type: none"> Assess which districts have the most support and potential market for new charters (by Q3 2024) Launch advocacy to secure local support and approval for charters (by Q3 2024) Choose new applications to support (by Q4 2025) Secure successful charter applications (by Q4 2025) 	<ul style="list-style-type: none"> Advocacy and lobbying support**: \$90k annually

*Cost estimates are preliminary, predecisional, and not exhaustive. **Investment shared across multiple initiatives; see appendix for further detail

- The following slides **outline our current best thinking** about the activities and investments needed to advance each of our strategic priorities
- While we view these plans as directionally correct, **we fully expect to adjust our plans as we get further into the work**
- With this in mind, we intend to **use the next 6 months to learn** and gather additional information to inform our go-forward plans
- We **will leverage our learnings to make adjustments** and course corrections so that we are best positioned to achieve our intended impact over the next 3 years



Detail: support quality schools

Initiative	Goal	Key Activities and Timing	Investments*
1a) Maintain in-demand school services and facilitate community-based collaboration structures for charter school leaders	90% of schools 'satisfied' or 'highly satisfied' with services they receive from MCPSA	<ol style="list-style-type: none"> Onboard additional member solutions support to add capacity and allow for training and overlap with current director of federal programs <i>(by Q1 2024)</i> Hire city-based directors focused primarily on supporting school members in STL and KC to utilize services and collaborate with each other <i>(by Q2 2024)</i> Hire member services coordinator to serve as "help desk" operator and utility player <i>(by Q3 2024)</i> Expand menu of member services <i>(by Q3 2024)</i> 	<ul style="list-style-type: none"> Director of Member Services: TBD Member Solutions Associate: TBD City Director: TBD Outstate Director: TBD Member Solutions Associate: TBD (in FY25)
1b) Identify and publicize data on charter school quality	Key stakeholders understand definition of High Quality (HQ), which charter schools are HQ, and see MCPSA as reliable source for quality info	<ol style="list-style-type: none"> Create a school quality data framework and work to norm it across schools/ sponsors <i>(by Q3 2024)</i> Design and launch section within MCPSA website to share individual charter and sector wide data and publish detailed explanatory updates <i>(by Q4 2024)</i> Launch PR / comms campaign to share data and raise awareness with key audiences <i>(by Q1 2025)</i> 	<ul style="list-style-type: none"> School quality data program: \$50k in 2024, \$25k annually in 2025-26 Website design and tech support: \$10k annually Comms support and Messaging: \$30k annually
1c) Support demand-driven growth of quality charter seats within existing markets	Support X school teams to replicate or expand using CSP resources (funding + CoP)	<ol style="list-style-type: none"> Fulfill CSP Community of Practice coordinator role; encourage/discourage school leaders to apply for CSP funds, discourage others, coordinate with funders <i>(by Q2 2024 and ongoing)</i> 	<ul style="list-style-type: none"> TBD (will use CSP allocation)
1d) Support application and launch of quality schools within new markets	Recruit and support successful applications of 3+ new charters outside of KC/STL by FY27	<ol style="list-style-type: none"> Assess which districts have the most support and potential market for new charters <i>(by Q2 2024)</i> Launch advocacy to secure local support and approval for charters <i>(by Q3 2024)</i> Choose new applications to support <i>(by Q1 2025)</i> Secure successful charter applications <i>(by Q4 2025)</i> 	<ul style="list-style-type: none"> Advocacy and lobbying support**: \$90k annually

Detail: strengthen public perception

Initiative	Goal	Key Activities and Timing	Investments*
<p>2a) Build the communications capacity of MCPSA to raise awareness of charter schools and steward the statewide charter narrative</p>	<p>Meaningfully improve over 2024 baselines for targeted elected representative charter support and public perception of charters</p>	<ol style="list-style-type: none"> Research perceptions about charters among state elected and policy officials through qualitative interviews with senior policymakers, with a particular focus on Democratic officials and staffers <i>(by Q2 2024)</i> Map state legislator positions and influencers to understand who is influencing lawmakers online <i>(by Q4 2024)</i> Develop PR campaign and publication/ convening calendar <i>(by Q1 2025)</i> Design and launch section within MCPSA website to share positive charter stories through school quality and advocacy work <i>(by Q2 2025)</i> Conduct polling of high priority city voters and parents on charter issues, using a polling firm with credibility with the state legislature and Democratic officials <i>(by Q2 2025)</i> Begin execution of PR campaign <i>(by Q3 2025)</i> Plan for ongoing upkeep and refresh <i>(by Q4 2025)</i> 	<ul style="list-style-type: none"> Director of Communications: TBD Communications Associate: TBD Research policymaker perceptions: \$100k in FY24 State legislator mapping: \$30k in FY24 High priority parent and voter polling: \$80k in FY25 Communications Supports and Messaging**: \$100k annually Website design and tech support**: \$10k annually
<p>2b) Equip member schools to promote their work and reinforce key messages with priority stakeholders</p>	<p>Member schools communicate their impact effectively and build local / regional / statewide support</p>	<ol style="list-style-type: none"> Hire city-based directors** focused primarily on supporting school members in STL and KC to utilize services and collaborate with each other <i>(by Q2 2024)</i> Refresh design of Communications Community of Practice to leverage updated MCPSA strategy and organizational structure <i>(by Q3 2024)</i> Provide targeted supports to schools either via Comms CoP or direct supports from MCPSA comms team. (ongoing) 	<ul style="list-style-type: none"> City Director**: TBD Outstate Director**: TBD

Detail: increase political support

Initiative	Goal	Key Activities and Timing	Investments*
<p>3a) Set up appropriate vehicle to achieve policy and political goals (e.g., 501c4, PAC) and partner/leverage work with existing vehicles</p>	<p>Vehicle launched by April 2024 (in time for fall 2024 election cycle)</p>	<ol style="list-style-type: none"> Research options for political advocacy vehicles with an eye to assessing their fit to MCPSA's role as a charter support organization and which vehicles are appropriate to the MO charter's unique political situation (<i>by Q1 2024</i>) Design and launch new vehicle in time to raise and spend funds to support MCPSA's legislative agenda (<i>by Q2 2024</i>) Collaborate with others doing this work to advocate for a shared political agenda (<i>ongoing</i>) 	<ul style="list-style-type: none"> Start-up expenses/ legal fees: \$15k <p><i>Note: planned investments will be incurred by the 501(c)3 and for planning/start-up costs only; all operational expenses for the new vehicle will be planned for and tracked separately</i></p>
<p>3b) Decide a shared legislative agenda in partnership with schools and stakeholders, and coordinate reform coalition to collaboratively pursue shared agenda</p>	<p>Legislative agenda in place by ___ with a path to 2-3 "wins" (big or small) in 2025 (or 2026) legislative session</p>	<ol style="list-style-type: none"> Conduct a market landscape of charter support organizations and assess where there are opportunities for new partnerships (<i>by Q2 2024</i>) Make contact with potential new partners to explore potential collaborations (<i>by Q3 2024</i>) Design a legislative agenda for each region charters operate in and for statewide issues informed by member input and legislative research (<i>by Q4 2024</i>) Launch convenings of MCPSA partners to align to common legislative goals (<i>by Q4 2024</i>) Secure working advocacy partnerships with other charter support organizations to jointly advocate for issues during the 2025 legislative session (<i>by Q1 2025</i>) Launch layered advocacy campaign to exercise influence on local issues in St. Louis and Kansas City as well as the 2025 legislative session (<i>by Q1 2025</i>) 	<ul style="list-style-type: none"> Advocacy and lobbying support**: \$90k annually Kansas City bond campaign: \$30k in FY24 and FY25



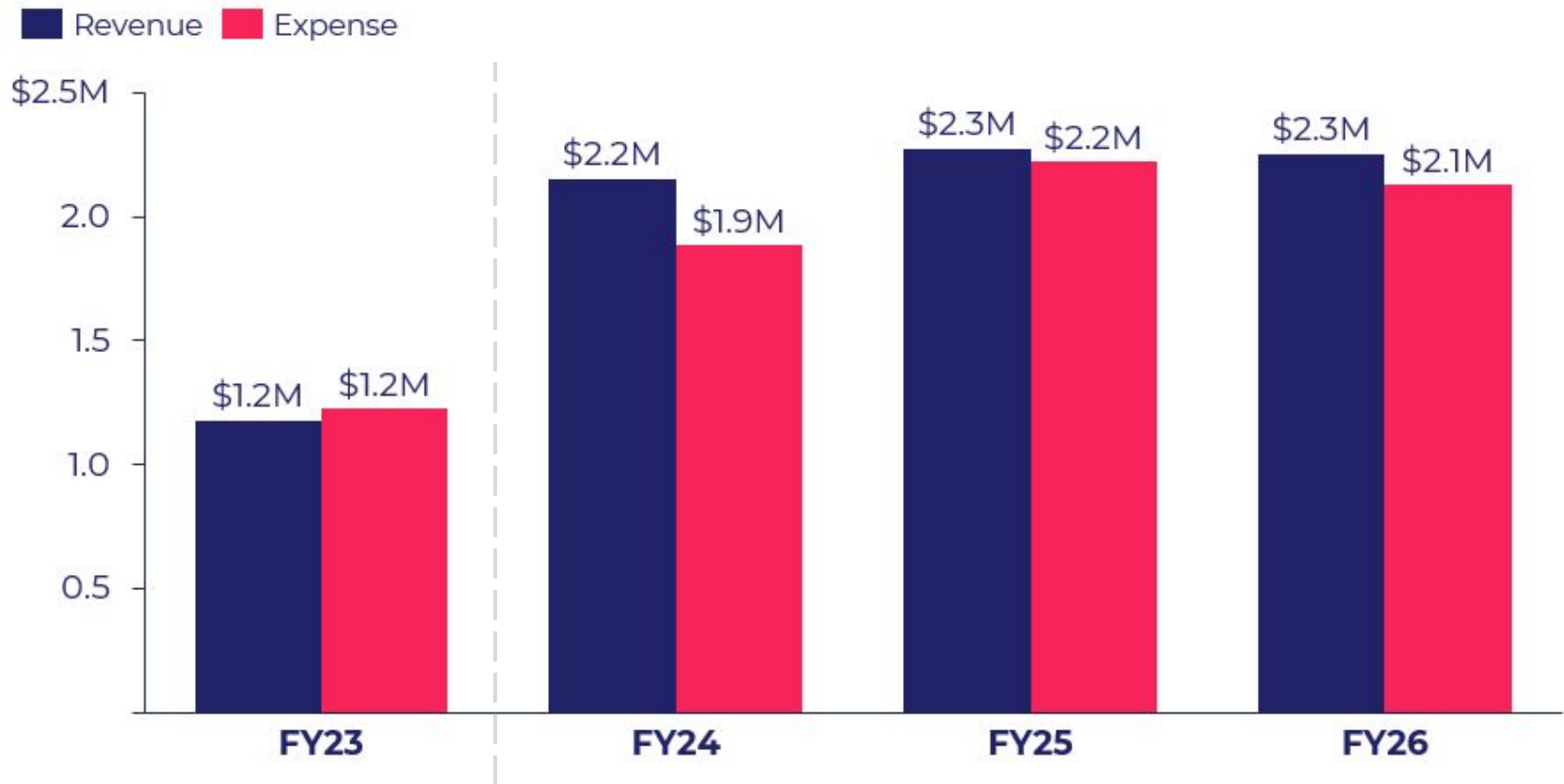
Resource Needs

What this will Take

Our annual operating budget will grow to ~\$2.2M to execute against this plan

MCPSA Revenue and Expense

FY23-26 Projections*



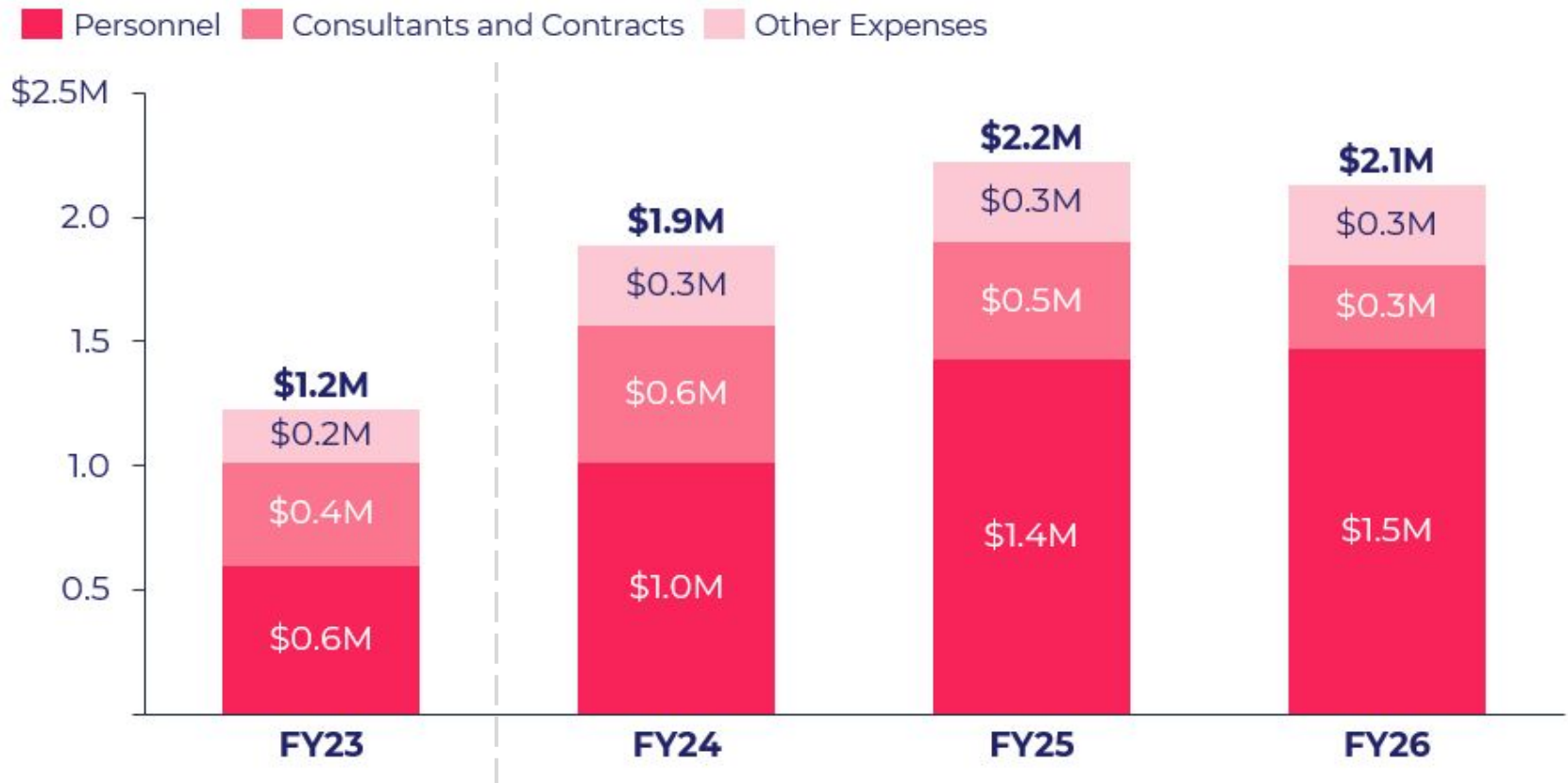
*Projections are preliminary and predecisional; fiscal year runs Jan-Dec; see [appendix](#) for more detail on underlying assumptions



The lion's share of our expenses will go toward personnel costs

MCPSA Expenses by Category

FY23-26 Projections*



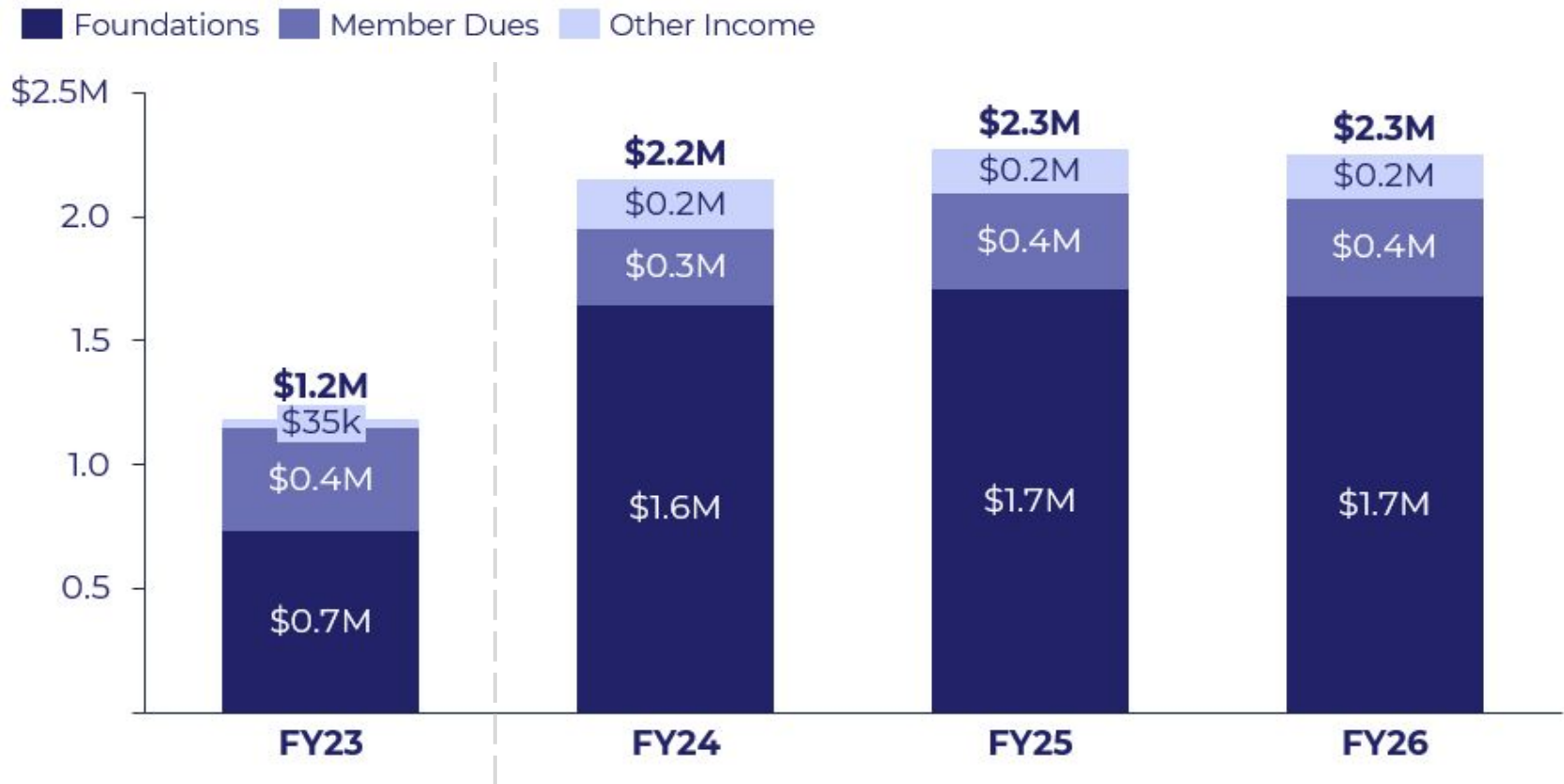
*Projections are preliminary and predecisional; fiscal year runs Jan-Dec; see [appendix](#) for more detail on underlying assumptions



We will raise ~\$2.3M annually from a mix of philanthropy, member dues, and other sources

MCPSA Revenue by Category

FY23-26 Projections*



*Projections are preliminary and predecisional; fiscal year runs Jan-Dec; see [appendix](#) for more detail on underlying assumptions



We will expand to 10 FTEs and a handful of contracted staff to execute against this plan



Current role New role Contractor

Services Comms Advocacy Admin

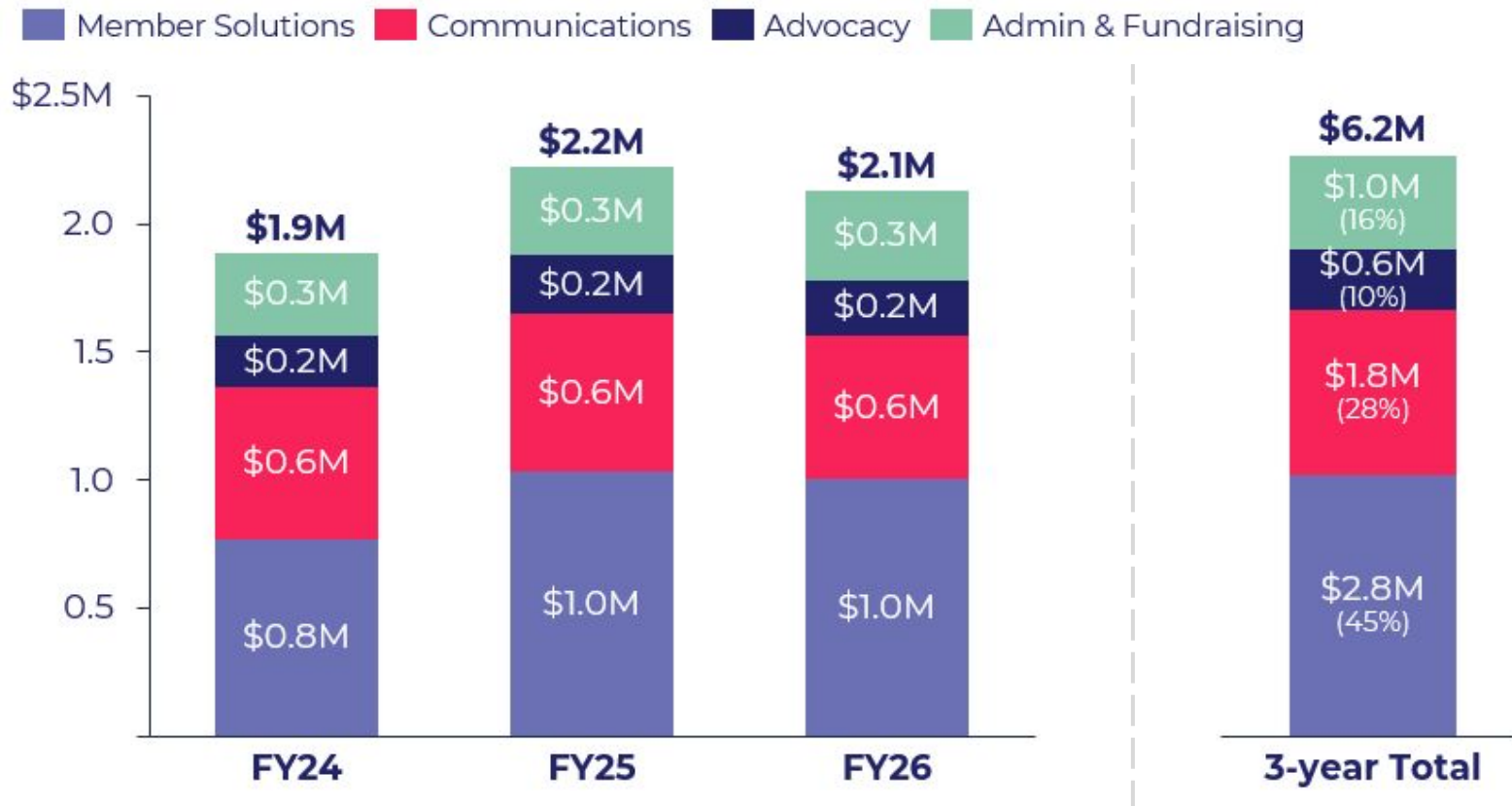


*Note: we will continue to do lobbying as part of our 501(c)3 work. We will also set up a separate vehicle to engage in political work as part of this plan.

Our go-forward budget will be allocated across our strategic priorities

MCPSA Allocated Expense Budget

FY24-26 Projections*



*Projections are preliminary and predecisional; fiscal year runs Jan-Dec; see [appendix](#) for more detail on underlying assumptions





Appendix

Appendix contents

- Overview of the planning process + additional strategic framing
- Assumptions for final projections + org chart options
- Detailed initiative-level plans
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MCPSA partnered with Bellwether in the fall of 2023 to develop a three-year strategic plan



= Steering Committee Meeting

= Other Key Milestones



This plan was informed by MCPSA members, staff, and other stakeholders across Missouri

MCPSA Staff	
Noah Devine	Executive Director
Bette Morf	Director of Federal Programs
Edie Barnard	Director of Comms and Development
Imani Harris	Former Director of Advocacy

MCPSA Board	
Kirsten Lipari-Braman	Gordon Parks Elementary
Engin Blackstone	Gateway Science Academies
Kate Casas	Partner, Nexus Group
Jon Otto	Corporate Counsel, Evergy

Charter Sponsors	
Alex Boyd	St. Louis University
Susan Marino	University of Missouri - St Louis
Lori Sommer	Washington University in St. Louis
Robbyn Wahby	Missouri Charter School Commission

Funders	
Jenny Hoelzer	Commerce/Kemper
Jessica Peña	City Fund
Evan Rhinesmith	Walton Personal Philanthropy Group
Joe Allen	Sherman Family Foundation
Jon Hile	Hall Family Foundation
Eric Scroggins	The Opportunity Trust

MCPSA Members	
Roger Offield	Brookside Charter School
Nicole Goodman	Scuola Vita Nuova Charter School
Meghan Hill	St. Louis Language Immersion Schools
Khalil Graham	Kairos Academies
Jawn Manning	BELIEVE STL Academy
Miranda Ming	Momentum Academy St. Louis
Kelly Garrett	KIPP St. Louis
Elimane Mbengue	Academie Lafayette
Colby Heckendorn	Atlas Public Schools
Tricia DeGraff	Academy for Integrated Arts
Candice Carter-Oliver	Confluence Academies
Tysie McDowell	Crossroads Charter Schools
Sarah Ranney	ED, Lafayette Preparatory Academy
Jim Hammen	Guadalupe Centers Charter Schools

Additional Stakeholders and Touchpoints	
Tricia Workman	GibbonsWorkman LLC
Christy Moreno	RevEd
John Kemper	Commerce Bank
Dean Johnson	Quality Schools Coalition
Edgar Palacios	LatinX Education Collaborative
Member Survey	Completed by every member LEA (n=67)
MCPSA Conference	Informal conversations with members



Our approach to strategic planning

We believe the purpose of strategic planning is to:

- Make decisions about what an organization will and will not do to advance progress against measurable goals
- Articulate the roadmap of actions and required resources (time, talent, money, systems, and partners) to successfully execute on those decisions over a specific timeframe
- Clearly communicate what those decisions are and why they were made to serve as an internal playbook and external pitchbook



We see clear links between our role, our work, and the impact we aim to achieve

Our Role	Our Work	Our Impact
<p><i>The role of MCPSA in advancing toward our North Star; evergreen</i></p>	<p><i>The specific activities we take on to fulfill our role; may evolve over time</i></p>	<p><i>What we aim to achieve over the course of this plan; will evolve over time</i></p>
<p>High-Quality Schools</p> <p>Access to great schools is unequally distributed across racial and socioeconomic lines. Our role is to help change that.</p>	<p>Member Solutions</p> <p>We provide targeted support for charter school leaders and facilitate collaborative problem-solving with our members.</p>	<p>Support Quality Schools</p> <p>90% of our members will agree MCPSA provides valuable services that enhance school quality</p>
<p>Common Goal</p> <p>Our role as a sector is to contribute to a shared solution; we are not a silver bullet. We are in common cause with other educators and actors in Missouri.</p>	<p>Communications</p> <p>We harness the collective voice of our school communities to steward the public narrative about charter schools in Missouri.</p>	<p>Strengthen Public Perception</p> <p>We will increase public support for charters in the counties where charters operate</p>
<p>Promote and Protect</p> <p>We advocate for the conditions that enable the public charter sector to thrive. We protect core autonomies and promote new policies that advance our mission.</p>	<p>Policy & Advocacy</p> <p>We maintain a presence in Jefferson City to monitor and advocate for policies that support our schools and students. We keep our members informed.</p>	<p>Increase Political Support</p> <p>We will increase elected representative support for charters in the counties where charters operate</p> <p>We will support 2-3 charter applications from outside of Kansas City and St. Louis</p>



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We have developed financial projections for this plan based on the following assumptions

Revenue

- **Philanthropy:** ~\$1.4M in expected annual philanthropy from identified set of current funders
- **Member dues:** dues increase from \$12 per student to \$15 per student beginning 2025; projecting modest charter enrollment growth in out-years (3% in 2025, 1% in 2026)
- **Government contracts:** \$175k over three years from CSP Community of Practice funding (first three years of a five-year contract)
- **Other sources:** \$100k annually from annual conference; \$30k annually from legal support fund, Staples preferred partners program, and other sources

Expense

- **3% annual COLA** applied to all full-time staff
- **28% taxes and benefits** (in line with historical averages)
- Targeting **March 2024 start date** for most new hires
- [Can share additional detail on specific strategic investments upon request]

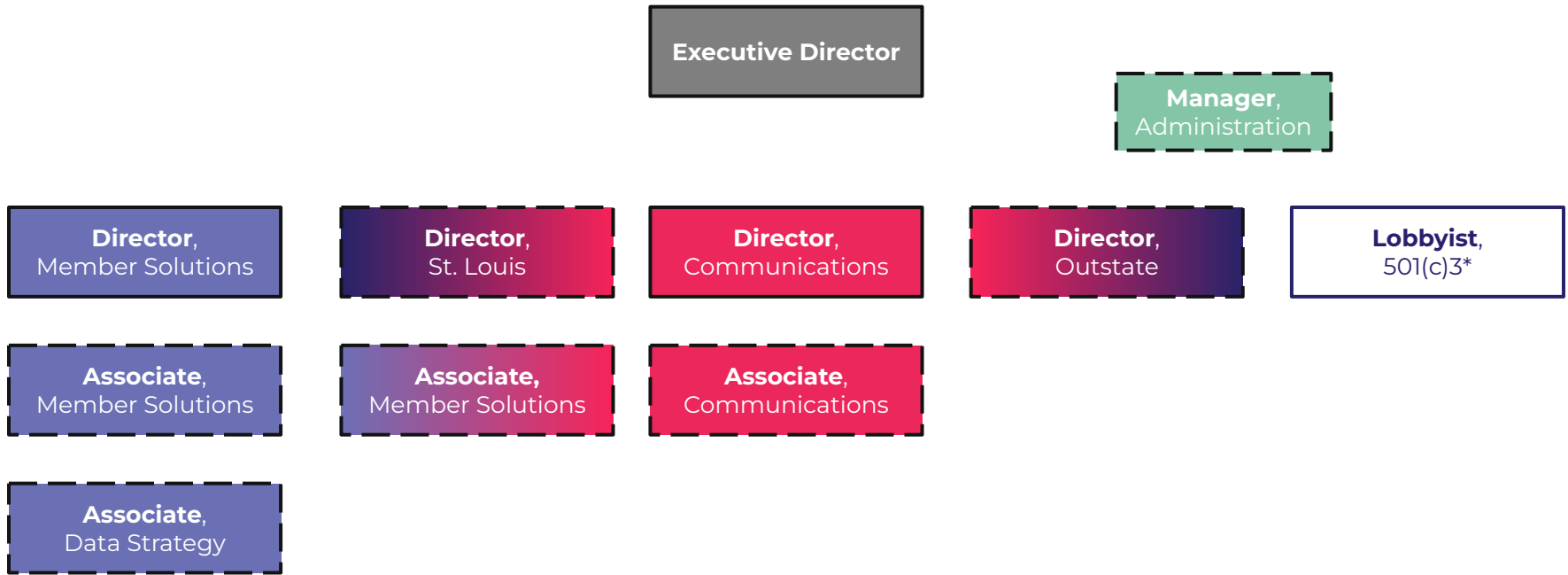


Staff positions and role descriptions

Role	Start Date*	Role Description
Executive Director	Current	<ul style="list-style-type: none"> Responsible for overall strategy, fundraising, and management
Director, Comms & Development	Current	<ul style="list-style-type: none"> Responsible for MCPSA's sector-supporting communication and creation of communication resources for member schools Grant research, writing, reporting, and compliance
Director, Member Services	Current	<ul style="list-style-type: none"> Federal and state compliance support for schools Development of additional school-facing services
City Director	July 2024	<ul style="list-style-type: none"> Facilitate community-based collaboration Build and leverage key stakeholder relationships (STL and outstate) Support MCPSA's local advocacy goals and communication strategy
Outstate Director	July 2024	
Associate, Member Solutions	March 2024	<ul style="list-style-type: none"> Sustainment of federal and state compliance support for schools 'Concierge' support for member questions; support of other school-facing services
Associate, Communications	March 2024	<ul style="list-style-type: none"> Provide ongoing support for execution of communications strategy Support school communities to tell their stories
Association, Data Strategy	August 2024	<ul style="list-style-type: none"> Providing ongoing support for school quality data initiative Collect, analyze, and communicate summary data on charter school quality
Administrator	March 2024	<ul style="list-style-type: none"> Project management and administrative support Signature event planning; supervision of day-to-day organization operations
Member Solutions Associate	January 2025	<ul style="list-style-type: none"> Research, policy, and administration of school quality data Assist members with analysis and use of state- and charter-produced data on growth, attendance, enrollment, etc.

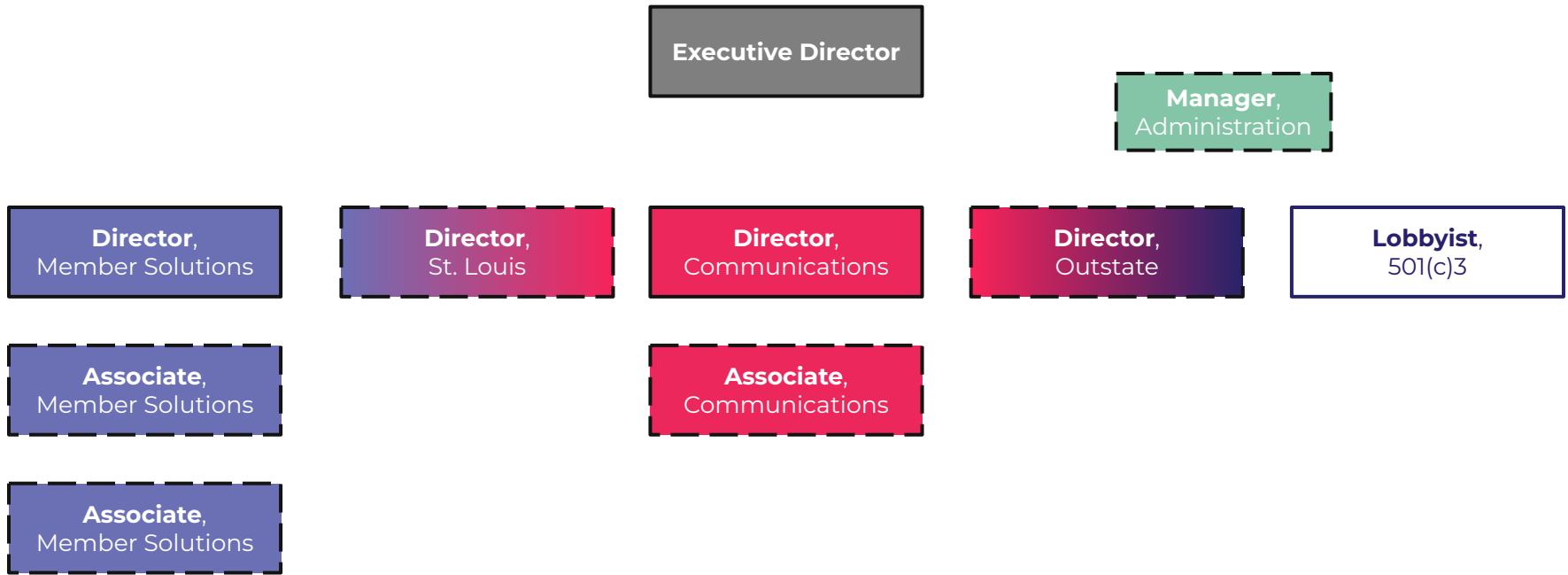


Org chart option A (10 FTEs)



*Note: we will continue to do lobbying as part of our 501(c)3 work. We will also set up a separate vehicle to engage in political work as part of this plan.

Org chart option B (9 FTEs)

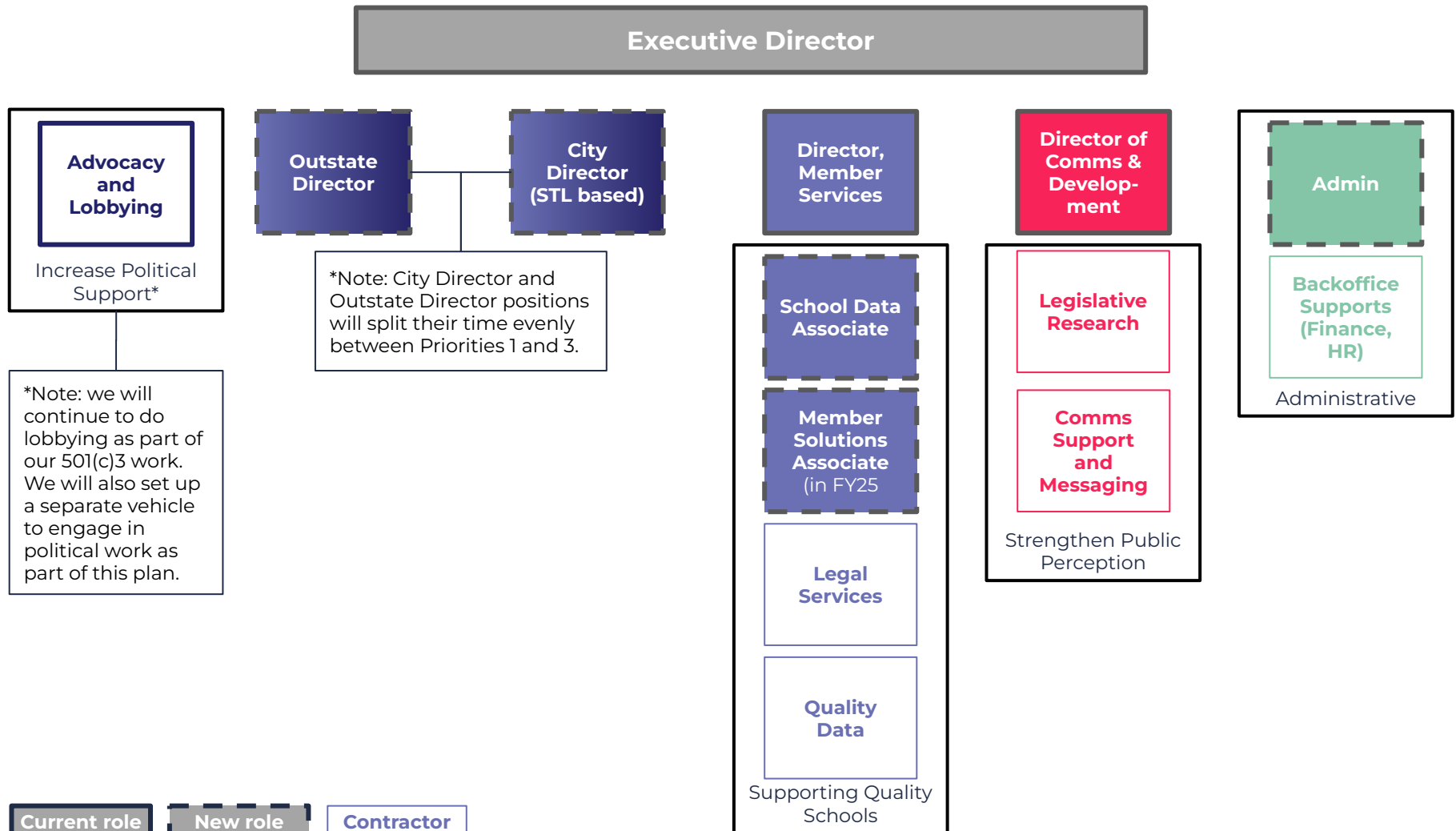


Current role New role Contractor

Services Comms Advocacy Admin



Org chart option C (8 FTEs)



Current role
New role
Contractor

Priority 1
Priority 2
Priority 3
Admin



Roles are assigned to the priority they are most responsible for; most roles have partial allocations to more than one priority.

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1a

Maintain in-demand school services and facilitate community-based collaboration structures (1 of 2)

Summary

We intend to invest in work that sustains the quality of our federal programs support and expands the scope of our member services to help schools collaborate on shared solutions to sector wide challenges. This includes building a greater local presence in St. Louis and Kansas City to connect school leaders to one another and to the opportunities unique to each city.

Goal

__% of schools 'satisfied' or 'highly satisfied' with services they receive from MCPSA

Key Activities and Timing

1. **Onboard school data associate** to build schools' capacity to produce, understand, and use data to strengthen their quality *(by Q2 2024)*
2. **Hire a St. Louis-based City Director and an Outstate Director** focused on supporting school members, encouraging collaboration, and helping with local advocacy *(by Q2 2024)*
3. **Hire member solutions associate** to serve as ""concierge"" function focused on answering questions and connecting members to MCPSA and shared services *(by Q1 2025)*

Investments*

- **Director of Member Services:** TBD
- **School Data Associate:** TBD
- **City Director:** TBD
- **Outstate Director:** TBD
- **Member Solutions Associate:** TBD (in FY25)

Considerations

Within "Member Solutions," we intend to **pick a few things to do really well** in the near-term (see next slide for details). Over the course of this plan, we will continue to seek member feedback to decide where to prioritize our time and resources.

*Cost estimates are preliminary, predecisional, and not exhaustive; personnel expenses reflect salary + benefits. [Back to Implementation](#)

1a

Maintain in-demand school services and facilitate community-based collaboration structures (2 of 2)

We heard a range of ideas for evolving how MCPSA serves members...



...and narrowed to a few investments we plan to make over the next 3 years

- **Invest in a strong federal programs succession plan** to ensure continuity in our strongest service area
- **Develop and support expanded menu of services** based on member feedback and the expertise of MCPSA staff
- **Expand MCPSA's staffing in St. Louis and Kansas City** to differentiate the communication and services MCPSA provides in each city and build relationships with individual school leaders



Publicize data on school quality (1 of 2)

Summary

We intend to collect and publish data about school quality for charter schools in MO to improve the transparency and legibility of this information for charters and key stakeholders. MCPSA will take a leadership role in aligning the sector to a shared definition of quality and in promoting that information as part of our communications strategy.

Goal

Charter and other key stakeholders understand the definition of High Quality (HQ), what charter schools are HQ, **and see MCPSA as a reliable source for quality info**

Key Activities and Timing

1. **Create a school quality data framework** and work to norm it across schools and sponsors *(by Q3 2024)*
2. **Design and launch section within MCPSA website** to share individual charter and sectorwide data and publish detailed explanatory updates *(by Q4 2024)*
3. **Launch PR / comms campaign** to share data and raise awareness with key audiences *(by Q1 2025)*
4. **Assess progress**, adjust as needed, and plan for ongoing upkeep and refresh *(by Q1 2025)*

Investments*

- **Director of Member Services:** TBD
- **City Director:** TBD
- **Outstate Director:** TBD
- **Member Solutions Associate:** TBD (in FY25)

Considerations

MCPSA needs to take a stand that it will publish quality data even when it isn't flattering to each school because it strengthens the sector, while navigating tension with members who aren't ranked as highly. This will require a shared quality definition with schools' sponsors.

Publicize data on school quality (2 of 2)

In order to use data to advance school quality, MCPSA will take two steps:

#1

School Quality Data Framework:

Gives charter and other key stakeholders an authoritative source to **determine whether a given charter school is delivering high quality education** based on performance and unique program offerings (e.g. arts, single-gender education, bilingual programs, etc.)

enables...

#2

Publicity campaign about high quality charter schools:

Enables MCPSA and other charter service organizations to **speak a common language for why legislators and communities should support specific schools** and provide evidence for a more positive narrative about charter schools overall (see initiative 2a)

Why is it important to share a quality definition with sponsors and charter support organizations?

Sophisticated charter sectors use common definitions of quality to answer the question, “How do we communicate a common message to parents and communities about our educational progress?” and ensure that key stakeholders have access to report cards and information about their school that emphasize the measures charters are focused on, instead of relying on often illegible state-published information.

Support demand-driven growth of quality charter seats within existing markets

Summary

We intend to support targeted seat growth in existing high-quality charters to raise the average quality of seats. We will serve a coordinator role in the Charter School Program (CSP) Community of Practice by encouraging school leaders to apply for CSP funds, discourage others, and coordinate with funders.

Goal

Support X school teams to replicate or expand using CSP resources (funding + CoP)

Key Activities and Timing

1. **Assess which districts and neighborhoods** have the most potential for quality seat growth *(by Q2 2024)*
2. As a Community of Practice coordinator, **encourage school leaders to apply for CSP funds** *(by Q3 2024)*
3. [as needed] **Help plan school expansion under CSP grant**, including community relations and shared services *(Q3 2024 and ongoing)*

Investments*

- **TBD** (will use CSP allocation)

Considerations

MCPSA must build new relationships with local district officials and elected relationships to ensure an expansion into any new district is collaborative with local infrastructure. Within STL/KC, any seat growth should avoid oversaturating specific neighborhoods with charter seats.

Support demand-driven growth of quality charter seats within existing markets

To determine whether MCPSA is prepared to support any charter growth opportunities, we will examine several criteria.



Leadership capacity: Does the school have capacity and expertise to navigate the CSP application process and work to garner local administrative and political support?



Local demand: Does research suggest that there is a stable or growing population of students in the neighborhood and district for whom the new charter seats would represent an attractive option?



Local support: Are there partners or collaboratives with other local charters the school can leverage for services?



School quality: Does MCPSA's assessment of the school's model and past performance suggest that opening new seats would raise the quality of the average local school seat, district or charter?

Support application and launch of quality schools within new markets

Summary

We intend to help open charters in new MO districts by working with receptive local elected and district officials to ensure a school startup process that is well integrated into the local infrastructure.

Goal

Recruit and support successful applications of 3+ new charters outside of KC/STL by FY27

Key Activities and Timing

1. **Assess which districts have the most support** and potential market for new charters *(by Q2 2024)*
2. **Launch advocacy to secure local support** and approval for charters *(by Q3 2024)*
3. **Launch recruitment campaign for potential school leaders and future students** *(by Q3 2024)*
4. **Choose highest potential new applications to support** *(by Q4 2024)*
5. **Secure successful charter applications** *(by Q1 2025)*
6. **[as needed] Help plan school startup and opening for new schools** *(Q1 2025 and ongoing)*

Investments*

- **Advocacy and lobbying support:** \$90k annually

Considerations

MCPSA must build new relationships with local district officials and elected relationships to ensure an expansion into any new district is collaborative with local infrastructure. Within STL/KC, any seat growth should avoid oversaturating specific neighborhoods with charter seats.

Support application and launch of quality schools within new markets

To determine whether MCPSA is prepared to support any new charters, we will examine several criteria.



Leadership capacity: Does the potential new school have capacity and expertise to navigate the application process and work to garner local administrative and political support?



Local demand: Does research suggest that there is a stable or growing population of students in the neighborhood and district for whom new the charter seats would represent an attractive option?



Local support: Is there the support of either local political or district officials to help the new school build vendor relationships, navigate local regulations, etc.?



School quality: Does MCPSA's assessment of the new school's model suggest that opening new seats would raise the quality of the average local charter or district school?

Build comms capacity of MCPSA to raise awareness of charters and steward the statewide charter narrative

Summary

We intend to strengthen our communications capacity to drive public perception of charter schools, as well as to support other initiatives on school quality and legislative advocacy. This work will paint a positive narrative of charter schools and improve parents' and other key stakeholders' familiarity with what charter schools are and how they operate.

Goal

Meaningfully improve over 2024 baselines for targeted elected representative charter support and public perception of charters

Key Activities and Timing

1. **Complete legislative research program** by researching perceptions about charters among state elected and policy officials, mapping legislator positions, and conducting polling of high priority voters and parents (by Q2 2025)
2. **Develop PR campaign and publication/ convening calendar** (by Q1 2025)
3. **Design and launch section within MCPSA website to share positive charter stories** through school quality and advocacy work (by Q2 2025)
4. **Begin execution of PR campaign** (by Q3 2025)
5. **Plan for ongoing upkeep and refresh** (by Q4 2025)

Investments*

- **Director of Communications:** TBD
- **Association, Communications:** TBD
- **Legislative Research Program:** \$130k FY24, \$80k FY25
- **Comms Supports and Messaging**:** \$100k annually
- **Website design and tech support**:** \$10k annually

Considerations

Directionally, MCPSA must build a publication calendar that both has specific positive story to tell that is informed by school quality data and tailored to specific awareness audiences as informed by the legislative research program ([next slide](#))

*Cost estimates are preliminary, predecisional, and not exhaustive; personnel expenses reflect salary + benefits.

**These investments are shared with initiative 1b. [Back to Implementation](#)

2a

Develop and launch a comprehensive communications campaign based on targeted research (2 of 2)

The key activities for initiative 2a on the preceding page will improve MCPSA's understanding of where to invest its communication and advocacy resources.

1

Perceptions Among State Elected and Policy Officials

- **What:** Qualitative interviews with senior policy makers
- **Why:** Tailor charter school messaging with high priority elected and policy officials
- **Who:** Democratic elected officials, staffers, and policymakers
- **How:** Hire research firm experienced in state-level projects

2

State Legislator Mapping and Charter School Narrative

- **What:** Influencer mapping for state legislators
- **Why:** Identify opportunities to positively impact perceptions among policymakers
- **Who:** State legislators and specific lawmakers
- **How:** Hire firm experienced w/ other charter associations

3

Statewide Voter and Parent Poll

- **What:** Polling statewide and high-priority city voter and parent perspectives
- **Why:** Further our ability to engage with and persuade elected officials
- **Who:** Registered voters in key regions
- **How:** Hire Dem-leaning polling firm



Equip member schools to promote their work and reinforce key messages with priority stakeholders

Summary

We will develop supports to assist charter schools with their communications needs and community relationships. Our Communications Community of Practice will differentiate assistance and best practices for larger school networks with dedicated communications staff and independent schools with smaller staffs.

Goal

Meaningfully improve over 2024 baselines for targeted elected representative charter support and public perception of charters.

Key Activities and Timing

1. **Hire city-based directors**** focused primarily on supporting school members in STL and KC to utilize services and collaborate with each other (by Q2 2024)
2. **Refresh design of Communications Community of Practice** to leverage updated MCPSA strategy and organizational structure (by Q3 2024)
3. **Provide targeted supports to schools** either via Comms CoP or direct supports from MCPSA comms team. (ongoing)

Investments*

- **City Director****: TBD
- **Outstate Director****: TBD

Considerations

Any MCPSA messaging and advocacy campaign must be tailored to the specific community relationships of members– in particular, the new regional directors can help members in St. Louis and Kansas City differentiate their tactics to fit each city’s political and education context.

Set up appropriate vehicle to achieve policy and political goals (e.g., 501c4, PAC)

Summary

We will coordinate with existing advocacy organizations (e.g. QSC, etc.) to advance MCPSA's political goals while also evaluating the most appropriate option(s) for MCPSA to create a structure to centralize its lobbying efforts under a single header.

Goal

Vehicle launched by April 2024 (in time for fall 2024 election cycle)

Key Activities and Timeline

1. **Research options for political advocacy vehicles** with an eye to assessing their fit to MCPSA's role as a charter support organization and which vehicles are appropriate to the MO charter's unique political situation *(by Q1 2024)*
2. **Design and launch new vehicle** in time to raise and spend funds to support MCPSA's legislative agenda *(by Q2 2024)*

Investments*

- **Advocacy and lobbying support**:** \$90k annually

Considerations

MCPSA must navigate the tension between its members, who have reported that a 501c4 feels like a distraction, and its board and partners, who name that a single-issue pro-charter voice is critical to have in the legislature.

*Cost estimates are preliminary, predecisional, and not exhaustive; personnel expenses reflect salary + benefits.

**This investment is shared with initiative 1c. [Back to Implementation](#)

Coordinate reform coalition to pursue shared legislative agenda

Summary

We will grow and solidify the political voice of the charter sector by leveraging and coordinating the work of diverse organizational partners (e.g. charters, sponsors, nonprofits, 501c4s, etc.) to advocate for the enabling conditions that charter schools and their communities need in order to focus on driving school quality.

Goal

Coalition of at least __ key stakeholders assembled and aligned on legislative agenda by October 2024

Key Activities and Timing

1. **Conduct a market landscape of charter support organizations** and assess where there are opportunities for new partnerships *(by Q2 2024)*
2. **Make contact with potential new partners** to explore potential collaborations *(by Q3 2024)*
3. **Launch convenings of MCPSA partners** to align to common legislative goals *(by Q4 2024)*
4. **Secure working advocacy partnerships with other charter support organizations** to jointly advocate for issues during the 2025 legislative session *(by Q1 2025)*

Investments

- N/A: Work will be carried out by Executive Director with support from other existing staff

Considerations

MCPSA must increase its political reach and influence in order to continue to improve statewide conditions for charter schools to operate. Creating a coalition that shares advocacy goals will require expanding MCPSA's relationships and communications practices.

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We will continue to leverage our core strengths and address growth areas over the next three years

Member Solutions

- **Director of Federal Programs** is a strong source of institutional knowledge that many members cite as the reason they joined
- Members want more of the **collaboration structures** that MCPSA offers

Communications

Strengths

- Members name **MCPSA newsletters** as a reliable source of important information for school communities
- MCPSA has **strong relationships** with charter sponsors and charter support organizations around the state

Policy & Advocacy

- MCPSA's **recent victory for funding equity** showcases the value it brings members
- MCPSA has **existing parent advocacy infrastructure and relationships in Jefferson City**

Growth Areas

- Schools need additional support **solving sector-wide issues like transportation**
- School leaders want **a strong transition plan for the federal programs work**

- MCPSA needs **more powerful external-facing communication and narrative work** to steward the charter narrative in MO
- MCPSA needs to **clarify its own vision and role with members** to act as a unifying voice for the sector

- MCPSA's **future legislative agenda lacks definition**, which limits its ability to influence legislation
- MCPSA needs to **clarify which legal and political structures (e.g. 501c4, PAC) it intends to leverage** to influence policy moving forward



What we heard: supporting quality schools

MCPSA needs to pick subset of services to do well...

- “MCPSA **needs to run an effective technical assistance office that supports schools** and helps them address barriers”
- “On member services, **don’t do too many or you’ll find yourself all over the place. Pick your spots.**”
- “Need to re-establish some set of member services... maybe back office supports, maybe transportation, maybe food services... but **pick 1 and get really good at it.**”

...facilitate collaboration across schools...

- “I don’t need MCPSA to be the holder of the solution, **I need them to facilitate the process to collaborate** and solve shared problems together.”
- “There is not a lack of **desire amongst school leaders to collaborate**, but I think there is a lack of understanding on how to do it.”
- “I stopped joining the monthly calls because I can get that information through an email. **How can we better use time together to problem solve and collaborate?**”

...and continue federal programs work

- “Bette Morff is the one-stop shop of institutional knowledge- **she is the reason we joined the association** early on.”
- “I feel like **I pay my dues so that I get Bette and the model policy guidelines**- those are baseline things that MCPSA needs to continue.”
- “**What’s the transition plan?** The relationship and trust with leaders will be hurt if the federal programs director retires without a transition period to someone new.”



What we heard: strengthening public messaging

MCPSA needs to own the charter narrative...

- “**No one has been stewarding the charter narrative**, while people have absolutely been stewarding the counter narrative- that needs to change.”
- “MCPSA **needs more powerful communications and narrative work** at both the city and state level- that should be an early focus area.”
- “The association **needs to help dispel myths about charters**... there is still a ton of misinformation about charter schools.”

...act as a unifying voice for the sector...

- “MCPSA needs to become the trusted voice for the sector... **the goal is to get everyone rowing in the same direction.**”
- “The community of charter schools is not a community... **we’re not all rowing in the same direction.** We don’t have a shared vision for what we’re doing as a sector.”
- “They need to get everyone rowing together- **nothing is going to happen until everyone is rowing in the same direction.**”

...and clarify the association’s vision and role

- “I think **the association has struggled to define who they are and what they do** for their members.”
- “**Who is MCPSA, what are your priorities, and what are you doing** to achieve those priorities? They need to clarify the basics”
- “MCPSA is not an influential organization, and part of the reason is because **no one really knows what their role is.**”



What we heard: increasing political support

MCPSA needs to keep blocking and tackling...

- “MCPSA should be doing the blocking and tackling and really **keeping an eye on the legislative process**—some would say this is primarily what they should do.”
- “It’s important for MCPSA to **be an advocate and a voice in Jeff. City**, and keep schools abreast of what’s going on.”
- “They **definitely need someone paying attention to legislation** and doing the blocking and tackling on the policy front. We need that, it matters.”

...clarify what next after funding equity...

- “Now that funding equity has passed, people don’t know where to focus their energies—**what’s next?**” (School Leader)
- “The funding equity bill was an exception where we finally agreed on something... **now we need to identify what the next initiatives are.**”
- “Hard to rally parents around a **legislative agenda that doesn't have a clear priority**. It was clearer during the funding equity fight.”

...and build political muscle for the sector

- “**MCPSA needs to become more politically powerful and relevant**- they need to be more powerful to get things done.”
- “There are definitely opportunities to **be more vocal about who we as a sector support electorally and why.**”
- “Right now, charter schools are politically homeless... we **need to help charters find a political home**- that’s what MCPSA needs to do.”



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The first charter schools opened in Missouri in 1999; today there are 38 charter LEAs in the state

Total Missouri Charter LEAs by Year

1999 through 2023



	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
--	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

Charters opened	15	6	1	4	1	-	-	-	6	1	6	5	6	2	2	-	3	2	1	-	3	-	1	1	1	67
Charters Closed	-	-	1	-	-	-	3	1	-	1	1	2	1	5	2	1	1	2	-	3	3	1	-	1	1	30



Of the 67 charter LEAs that have opened, 30 have closed, including 9 in the past 5 years

LEA Name	Sponsor	Year Opened	Year Closed
Kansas City Career Academy	University of Central Missouri	2000	2001
Westport Edison	Kansas City 33	1999	2005
Thurgood Marshall Academy	UMSL	2000	2005
Youthbuild St. Louis Charter	St. Louis City Public Schools	2002	2005
Southwest Charter School	University of Central Missouri	1999	2006
The Can! Academies of St. Louis	SBOE	2007	2008
Academy of Kansas City	UMKC	1999	2009
Ethel Hedgeman Lyle Academy	Missouri Baptist University	2000	2010
Paideia Academy	Missouri University of Science & Technology	2002	2010
Don Bosco Education Center	University of Central Missouri	1999	2011
Urban Com Leadership Academy	University of Central Missouri	1999	2012
Imagine Academy of Academic Success	SBOE	2007	2012
Imagine Academy of Environmental Science & Math	SBOE	2007	2012
Imagine Academy of Careers	SBOE	2007	2012
Renaissance Academy	UM - Columbia	2007	2012
Derrick Thomas Academy	UMKC	2002	2013
Shearwater Education Foundation	Saint Louis University	2010	2013
Hope Academy	UMKC	2009	2014
Constructions Careers Center	St. Louis City Public Schools	2001	2015
Better Learning Community Academy	UM - Columbia	2011	2016
Jamaa Learning Center	UM - Columbia	2011	2016
Benjamin Banneker Academy	University of Central Missouri	1999	2018
Grand Center Arts Academy	Saint Louis University	2010	2018
Preclarus Mastery Academy	UMSL	2011	2018
Pathway Academy	MCPSC	2009	2019
St. Louis College Preparatory	UMSL	2011	2019
Kansas City Neighborhood Academy	Kansas City Public Schools	2016	2019
Carondelet Leadership Academy	MCPSC	2010	2020
The Arch Community School	UMSL	2017	2022
Hawthorn Leadership School for Girls	Washington University in St. Louis	2015	2023

Key constituents across the state see a need for the charter sector to continue to grow

Many see charter growth as a key priority...

- “I think **quality growth is a must.**”
- **“Growth has to be priority #1.** The more charter schools there are, the larger MCPSA’s constituency and influence.”
- **“Any plan without a growth strategy is dead on arrival--** who wants to come fund or work at something that will be the same size tomorrow?”

...particularly outside of KC and STL

- “We **have to move the ball forward on expanding outside of Kansas City and St. Louis.**”
- “We want to open more schools but that's hard when **we've saturated both Kansas City and St Louis.**”
- “It **would be under-ambitious to say no growth outside of Kansas City and St. Louis in the next 3 years-** we should be aiming for that.”

There are barriers, but also viable options for growth

- “Big misconception that you can only open charters in KC or STL. That’s not true- **you just need school boards to be willing to bring in a charter school.**”
- “The options for growth are to **either get a local board to approve charters or change the law.**”
- “Jeff. City and Columbia, or Springfield and Joplin... I’m not sure any one city is large enough [to support charters], but **MCPSA needs to keep its finger on the pulse.**”



With this in mind, there may be opportunities to grow “high-quality” charter schools in the state

There is a formal designation for “high quality” charters in Missouri...

In **2016**, the Missouri Legislature revised the state charter school laws to create a **“high-quality” designation** for charter schools that:

- Receive 85% or greater on the annual performance report (APR) for 3 out of the last 4 school years
- Maintain a graduation rate of at least 80% for 3 out of the last 4 school years (if operating a high school)
- Comply with other organizational, performance, and fiscal requirements outlined in their charter contract

High-quality charter schools are provided:

- Expedited **opportunities to replicate and expand**
- Eligibility for **10-year charter renewals** (as opposed to 5-year renewals)

...7 charter LEAs are currently recognized as high-quality



North Side Community School
Founded in St. Louis (PK-8)



Scuola Vita Nuova
Founded 1999 in Kansas City (K-8)



University Academy
Founded 2000 in Kansas City (PK-12)



Académie Lafayette
Founded 1999 in Kansas City (K-11)



City Garden Montessori
Founded 2008 in St. Louis (PK-8)



Ewing Marion Kauffman School
Founded 2011 in Kansas City (5-12)



Lafayette Preparatory Academy
Founded 2013 in St. Louis (PK-8)



Charters outperform urban districts on the state ELA exam, but still lag behind state averages

Percent of Students Scoring Proficient or Advanced on State ELA Test, by Sector

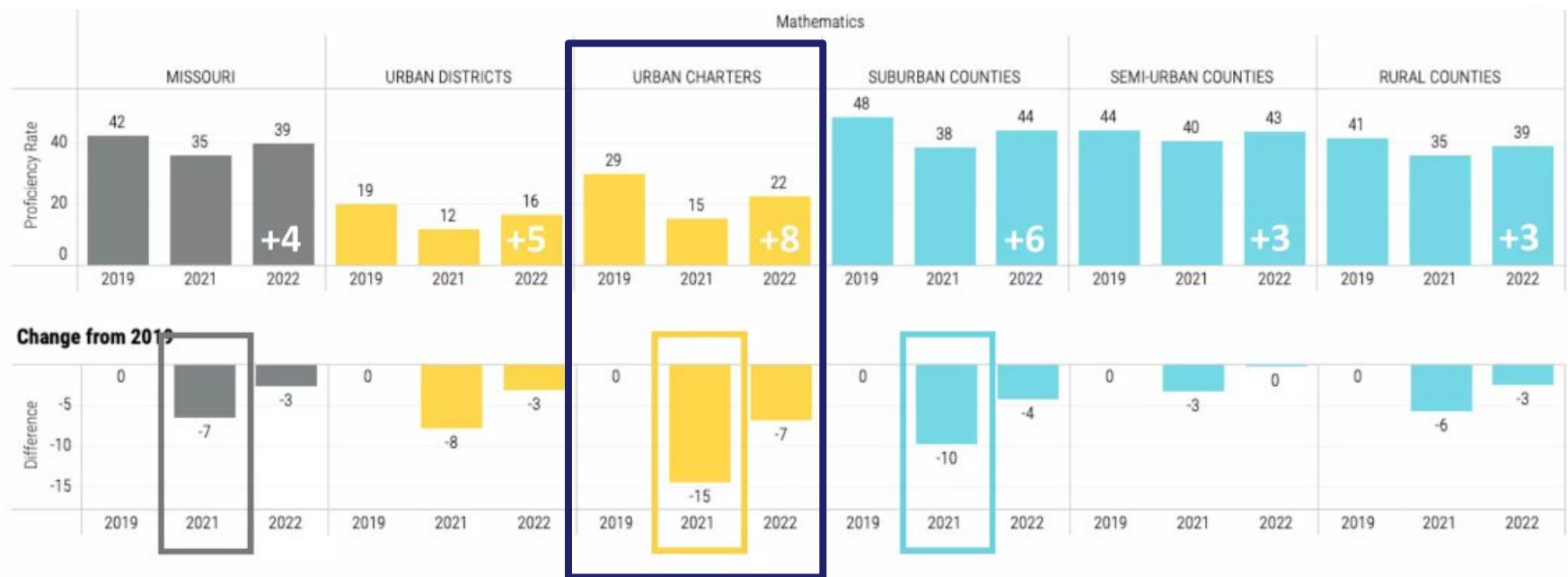
2019 through 2022, All Students



We see a similar story on the state math exam: charters outperform urban districts, a low bar

Percent of Students Scoring Proficient or Advanced on State Math Test, by Sector

2019 through 2022, All Students



Missouri's charter school accountability system includes 4 primary actors

Missouri State Legislature

- **Drafts legislation** pertaining to public education, including charter schools
- **Establishes roles and responsibilities** of different actors with respect to charter school accountability

State Board of Education

- **Formulates regulations** for Missouri's charter school sector
- **Evaluates sponsors** to ensure capacity and compliance
- **Approves new schools and charter renewals** to ensure compliance
- **Publishes annual report cards** for charter schools to facilitate evaluation

Charter Sponsors (additional detail on all 7 sponsors on next slide)








- **Maintain new school application process** to evaluate charter applications
- **Negotiate contracts** with charter schools
- **Conduct oversight** to monitor performance, compliance, and autonomy
- **Make decisions on charter renewals** based on comprehensive data

Charter School Governing Boards

- **Contract** with the school sponsor
- **Govern** the school in fidelity to school charter and in compliance with all laws



There are currently 7 active charter sponsors in Missouri

Charter Sponsor	LEAs	Details
 Missouri Charter Public School Commission	21	<ul style="list-style-type: none"> Established in 2012 as an independent sponsoring entity in MO Consists of 9 members appointed by governor who serve 4-year terms Has overseen the closure of 3 charters
 UMSL University of Missouri–St. Louis	6	<ul style="list-style-type: none"> Premier Charter School, North Side Community School, St. Louis Language Immersion, Lafayette Prep, The Biome, and The Soulyard School Has overseen the closure of 4 charters
 SAINT LOUIS UNIVERSITY.	4	<ul style="list-style-type: none"> Academie Lafayette, City Garden Montessori, and Hope Leadership, Frontier Has overseen the closure of 2 charters
 KANSAS CITY PUBLIC SCHOOLS	3	<ul style="list-style-type: none"> Allen Village, Gordon Parks Elementary, and Crossroads Has overseen the closure of 1 charter
 SAINT LOUIS PUBLIC SCHOOLS	1	<ul style="list-style-type: none"> Confluence Academies
 Washington University in St. Louis	1	<ul style="list-style-type: none"> KIPP St. Louis
 SOUTHEAST MISSOURI STATE UNIVERSITY · 1873	1	<ul style="list-style-type: none"> Lift for Life Academy

