

The National Association
of Charter School Authorizers'
**INDEX OF
ESSENTIAL PRACTICES**



NACSA develops quality authorizing environments that lead to a greater number of quality charter schools.



OCTOBER 2011

Dear Colleagues:

When most charter school laws were first passed in the 1990s, we didn't fully appreciate the impact that authorizing agencies would have on the quality and quantity of charter schools. Nor did we know what actions authorizers should take to ensure a strong, high-quality charter school sector. Now we do.

We have learned that authorizers who do their jobs well are more likely to have high-quality charter schools and authorizers who do not are more likely to have poorly performing charter schools. And we have learned what the most essential authorizing practices are.

This *Index of Essential Practices* names 12 critical practices that we believe every authorizer should embrace. If every authorizer in the nation implemented each of these 12 practices, there is no doubt that the overall quality of America's charter schools would be higher. Unfortunately, very few authorizers report that they are implementing all 12 practices. I believe we can do better.

This report will cause discussion and debate. Good. State lawmakers, charter school operators, authorizing staff, authorizing boards, parents, and the media should use this report to ask how the charter school sector in their community can improve. Authorizers that are not implementing all 12 practices should begin work to do so. And all authorizers, no matter how many or how few practices they implement, should evaluate how well they are implementing these essential practices.

We have a lot of work to do in America before we can say that all children have access to a quality education. That requires an honest assessment of what we're doing now and what we need to do better in the future. This report is part of that work. At the National Association of Charter School Authorizers, we look forward to working with authorizers across the nation to implement these essential practices and to improve the quality of education available to all.

Sincerely,

Greg Richmond
President and CEO

www.qualitycharters.org

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Executive Summary

Charter schools are a powerful force, expanding educational opportunities for children across the nation. At each charter school, teachers, staff, principals, and board members work diligently to provide a great education for their students. The authorizing agencies that approve and oversee those schools also play an important role to ensure quality.

This report, for the first time, articulates 12 essential authorizing practices and presents information about how many of these essential practices are being implemented by the nation's largest authorizers. The 12 essential practices are taken directly from NACSA's long-standing and universally-recognized *Principles & Standards for Quality Charter School Authorizing*. Authorizers have many obligations and functions beyond these 12 essentials, but the twelve are an essential foundation.

The 12 essential practices for every authorizer are to:

- Sign a contract with each school;
- Have established, documented criteria for the evaluation of charter applications;
- Publish application timelines and materials;
- Interview all charter applicants;
- Use expert panels that include external members to review charter applications;
- Grant charters with five-year terms only;
- Require and/or examine annual, independent financial audits of its charter schools;
- Have established renewal criteria;
- Have established revocation criteria;
- Provide an annual report to each school on its performance;
- Have staff assigned to authorizing within the organization or by contract; and
- Have a published and available mission for quality authorizing.

Using responses to its 2011 authorizer survey, NACSA scored each authorizer on the *Index of Essential Practices*. Authorizers received one point for each of the 12 essential practices they reported. The scored responses of each authorizer that responded to NACSA's 2011 authorizer survey begin on page 20. These scores are based on the survey responses from more than 120 authorizers.

Authorizers differ in the number of essential practices they implement. Some authorizers reported all 12 practices, while others reported implementing as few as three. It is important to note that whether the number of practices in place is 12 or three, authorizers with the same practices in place may not necessarily be doing an equally good job. Authorizers may implement the practices with different degrees of quality and fidelity. However, authorizers that only implement a few essential practices are not doing all that they could to fulfill their responsibilities.

Authorizers and stakeholders should use this index as a starting point for discussions about how to improve their practices. If there are individual practices that an authorizer has not adopted, they should work to put them in place. For those that already implement these practices, how can they be done better? This report, and the discussions that will follow, mark an important step in instilling best practices amongst the nation's charter school authorizers.

MEASURING AUTHORIZER PRACTICE

with a 12-Point Index



Authorizers are as varied as the schools they oversee. Some are responsible for just one charter, while others monitor hundreds of charters serving tens of thousands of students. Some are school districts, while others are independent statewide boards, universities, not-for-profits, or state education agencies.¹ Regardless of their size and type, authorizers must do the important work charged to them by law: deciding which schools should open, monitoring and supporting their progress, and closing those that fail to serve students adequately.

There is an emerging consensus on specific authorizer practices that are necessary to do the job well. NACSA has created and refined *Principles & Standards* that reflect this consensus. Drawing from that, NACSA has crafted a 12-item *Index of Essential Practices* that provides a baseline measure for authorizers. An individual index score (from 0–12) is a diagnostic tool, and can be used to scan the work across the entire sector. The index score communicates to authorizers if they are doing these essential, key pieces of work. This information can then help begin a dialogue about improving practice.

¹ There are six types of authorizers: Higher Education Institutes (HEI), Independent Charter Boards (ICB), Local Education Agencies (LEA, also known as school districts), Municipal Office (MUN), Not-For-Profit organizations (NFP), and State Education Agencies (SEA)

HOW WAS THE INDEX CREATED?

NACSA focuses its work on sound authorizer practices. By developing deep experience in the field, conducting case studies, sharing best practices, and advocating for smart policies, NACSA has created, tested, refined, and tested again what have become the industry standards for authorizer practices.

NACSA's Principles & Standards serve three aims:

1) maintain high expectations, 2) to protect school autonomy, and 3) to protect the public and the students' interest.

NACSA's Principles & Standards cover five domains of authorizer responsibility:

1. AGENCY COMMITMENT AND CAPACITY
2. APPLICATION PROCESS AND DECISION MAKING
3. PERFORMANCE CONTRACTING
4. ONGOING OVERSIGHT AND EVALUATION
5. REVOCATION AND RENEWAL DECISION MAKING.

The 12-point Index pulls from all five domains and includes those practices that are recommended for all authorizers. This Index was developed over time based on stakeholder input, practice in the field, and research conducted internally and in partnership with other organizations.

The 12 items reflect NACSA priorities for authorizers and are designed primarily to support accountability and achievement. They also include items that, while having little expected impact on achievement, serve to provide transparency, protect school autonomy, and produce strong public stewardship. For example, when authorizers require and/or examine independent financial audits of schools, the effect of those practices on achievement is indirect, if any. However, those practices still hold value, since they help inform families of their choices and protect taxpayers.

Using authorizer responses to its 2011 survey,² NACSA scored each authorizer on the *Index of Essential Practices*. Authorizers received one point for each of the 12 essential practices they reported. Descriptions of each practice along with a relevant excerpt from NACSA's *Principles & Standards* are provided below.

² For more information on NACSA's annual survey of authorizers, please refer to Appendix A.

AUTHORIZER SIGNS A CONTRACT WITH EACH SCHOOL.

“A quality authorizer executes a contract with a legally incorporated governing board independent of the authorizer.”

Contracts outline charter school performance expectations and clarify the roles and responsibilities of both the school and the authorizer. Contracts protect school autonomy and safeguard schools from inappropriate end-of-term reviews not based on material performance expectations. Authorizers that have no contracts with their schools significantly weaken their ability to hold schools accountable for their performance. Relying on the charter application itself as a charter contract can be equally ineffective. Charter applications often contain such a high level of detail that material performance expectations are obscured by long lists of expectations related to every proposed activity articulated in the application. School autonomy is threatened by authorizer micro-management, and charter schools find themselves held accountable for inconsequential and immaterial performance expectations.

AUTHORIZER HAS ESTABLISHED, DOCUMENTED CRITERIA FOR EVALUATING CHARTER APPLICATIONS.

“A quality authorizer implements a comprehensive application process that... follows fair, transparent procedures and rigorous criteria...”

Established criteria for evaluating applications increase the likelihood that charter applicants will address in their applications all the areas that the authorizer must evaluate. Established criteria also increase the likelihood that authorizers fairly judge applications against those standards. This prevents applicants from being subject to a standard that was determined after their application was submitted, and that was intentionally set at a level designed to justify a pre-established decision to deny an unwanted applicant. Such criteria can also aid leaders in holding authorizers accountable for implementing rigorous processes.

AUTHORIZER PUBLISHES APPLICATION TIMELINES AND MATERIALS.

“A quality authorizer implements a charter application process that is open, well publicized, and transparent, and is organized around clear, realistic timelines.”

When authorizers publish their timelines and criteria, they are forced to establish such items. This also allows authorizers to think through what they truly need to make informed decisions and to set a calendar that will ensure potential schools have adequate time to open successfully. By publishing these timelines and materials, authorizers establish transparency that allows others to evaluate the quality and fairness of their process.

AUTHORIZER INTERVIEWS ALL CHARTER APPLICANTS.

“A quality authorizer rigorously evaluates each application through... a substantive in-person interview with the applicant group.”

Face-to-face interviews are an important component of the charter application process. Interviews offer an opportunity to assess the extent of the founding team’s capacity to implement what they have written in their application as well as their understanding of what they have proposed to do. While some authorizers may reject incomplete applications prior to an interview, all applicants considered for a charter should be interviewed.

AUTHORIZER USES EXPERT PANELS THAT INCLUDE EXTERNAL MEMBERS TO REVIEW CHARTER APPLICATIONS.

“A quality authorizer engages, for both written application reviews and applicant interviews, highly competent teams of internal and external evaluators with relevant educational, organizational (governance and management), financial, and legal expertise, as well as a thorough understanding of the essential principles of charter school autonomy and accountability.”

Successfully operating a charter school requires an experienced team with members who have diverse sets of skills and abilities. Expert panels with members experienced in different areas are necessary to evaluate applications in those diverse domains. Panels made up entirely of internal experts may be biased in favor of the procedures and interests of the authorizing entity. Including external experts on panels helps to insulate the application review from political influence or other factors separate from the operation of a successful school. In particular, when authorizers also administer or oversee traditional public schools (as LEAs or SEAs), external experts may bring new perspectives to application evaluation that are more accepting of different approaches than those already being implemented by the authorizer, encouraging innovation.

AUTHORIZER GRANTS CHARTERS WITH FIVE-YEAR TERMS ONLY.

“A quality authorizer grants charter contracts for a term of five operating years, or longer only with periodic high-stakes reviews every five years.”

Five-year terms allow a school to develop beyond the initial startup phase and to produce a sufficient performance record and body of data necessary for high-stakes decision making. Terms shorter than five years may appear to reflect greater school accountability, but they hinder a school’s ability to raise money, recruit students, and attract strong teachers. Shorter terms also erode school autonomy by requiring more frequent reporting and leading authorizers to impose prescriptive improvement efforts too often. While such efforts are sometimes appropriate, they should be reserved for when a school has been identified as low-performing. Terms longer than five years do not provide sufficient frequency of rigorous review, allowing low-performing charter schools to stay open.

AUTHORIZER REQUIRES AND/OR EXAMINES ANNUAL, INDEPENDENT, EXTERNAL FINANCIAL AUDITS OF ITS CHARTER SCHOOLS.

“A quality authorizer requires and reviews annual financial audits of schools, conducted by a qualified independent auditor.”

Financial audits are necessary to document the fiscal soundness and propriety of independent, publicly funded institutions, especially ones as large and complex as charter schools.

AUTHORIZER HAS ESTABLISHED RENEWAL CRITERIA.

“A quality authorizer clearly communicates to schools the criteria for charter revocation, renewal, and non-renewal decisions, consistent with the charter contract...”

Charter schools deserve to know the specific standards to which they will be held accountable. Renewal criteria established in statute are not always sufficiently specific or rigorous to hold schools and authorizers accountable. Renewal criteria should be established early so that schools can plan activities and instruction to achieve those ends, and gather data to demonstrate whether they have reached the standards against which they will be judged. The renewal criteria should also be linked to the annual reporting by schools to their authorizer, by authorizers when they report to the schools to evaluate their annual performance, and by authorizers to the public on the performance of all of their schools. Transparent renewal criteria are required to ensure that authorizers have instituted fair and merit-based approaches to such decisions.

AUTHORIZER HAS ESTABLISHED REVOCATION CRITERIA.

“A quality authorizer clearly communicates to schools the criteria for charter revocation, renewal, and non-renewal decisions, consistent with the charter contract.”

Revocation criteria established in state statutes are not always sufficiently explicit or rigorous to ensure accountability by both authorizers and their schools. For all high-stakes decisions, charter schools deserve to know the specific standards to which they will be held. These criteria should be referenced by schools in their annual reporting to their authorizer, by authorizers when they evaluate school performance via their annual reports to schools, and by authorizers when reporting to the public on the performance of all of their schools. A revocation is the most profound act an authorizer can take. Decisions to revoke a school’s charter should be based on evidence that pre-established standards of performance and conduct are not being achieved.

AUTHORIZER PROVIDES AN ANNUAL REPORT TO EACH SCHOOL ON ITS PERFORMANCE.

“A quality authorizer provides an annual written report to each school, summarizing its performance and compliance to date and identifying areas of strength and areas needing improvement.”

Quality authorizers establish performance expectations in their contracts with schools and annually report to each school their performance toward those expectations. Some authorizers may use state Adequate Yearly Progress (AYP) reporting as a proxy for an annual report to a school. State reporting, required for all public schools (charter or traditional), is not an acceptable substitute for proper annual reports to charter schools. It is the responsibility of the authorizer to define what quality performance is and to take action when schools are not performing. Evaluating whether a school is meeting the terms of its charter requires attention to the work expected of charters in general as well as any measures that are specific to an individual charter school’s mission. Annual reports to charter schools increase the likelihood that a school will improve where and when it needs to do so. Timely reports on progress also increase the likelihood that authorizers will have the data and record required to close schools that fail to meet their goals and to defend those decisions if they are subject to appeal under state law.

AUTHORIZER HAS STAFF ASSIGNED TO AUTHORIZING WITHIN THE ORGANIZATION OR BY CONTRACT.

“A quality authorizer employs competent personnel at a staffing level appropriate and sufficient to carry out all authorizing responsibilities in accordance with national standards, and commensurate with the scale of the charter school portfolio.”

Without a single staff member assigned to authorizing work within an organization, it is difficult to imagine that charter schools will receive sufficient support and oversight. A designated staff is essential to streamline charter oversight procedures and to reduce the administrative burden of compliance for schools. Larger authorizers certainly need more staff, but the basic expectation requires that at least one person owns the work of authorizing.

AUTHORIZER HAS A PUBLISHED AND AVAILABLE MISSION FOR QUALITY AUTHORIZING.

“A quality authorizer states a clear mission for quality authorizing.”

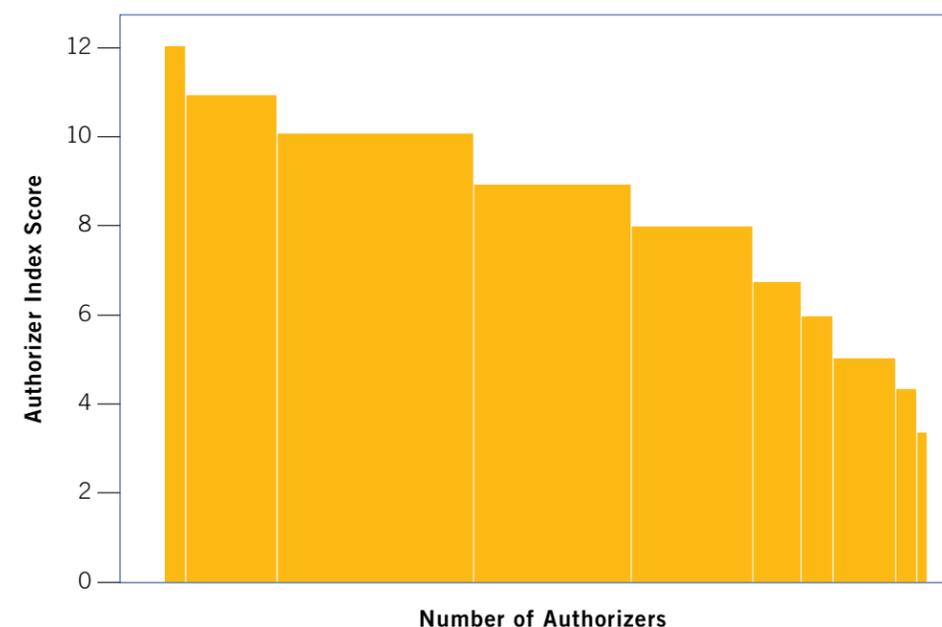
For any strong organization, a clear mission statement ensures that the board and staff are focusing on things that are important and enduring. For authorizers, that is likely to include school quality and expanded educational opportunities. A clear mission statement also helps an organization stay focused and on track as board members and staff change over time.

WHAT DOES THE INDEX SHOW?

The graph below describes the distribution of Index scores for 123 authorizers that provided complete responses to NASCA’s 2011 Authorizer Survey. The tables on the following pages present the responses to each of the individual items of the index for each authorizer.

Scores range from authorizers doing all 12 practices on the Index to authorizers with only three critical practices in place. The width of the “steps” in the graph below reflects the number of authorizers with that score.

NACSA’S INDEX OF ESSENTIAL PRACTICES³



³ Authorizers who failed to respond to four or more survey questions related to the practices or are not active during the 2011–2012 school year were removed from the analysis presented in this figure.

CONSIDERATIONS

It isn't enough for authorizers to just do the 12 practices described above. To ensure quality schools for the nation's children, authorizers must do them well. Assessing authorizers on the 12 items is equivalent to assessing whether a student turned in her homework, not *how well* that homework was completed. An authorizer that scores relatively high (i.e., 10 or 11) might still perform certain tasks poorly. For example, authorizers that sign contracts with each charter school they oversee could still fail to include important contractual elements that safeguard accountability and autonomy. Likewise, two authorizers that score similarly (i.e., both score 9) may manage quite distinct authoring shops—one excellent, one much weaker.

In some cases, state statute may restrict an authorizer's ability to implement essential practices, like a five-year charter term, for example. Nevertheless, it is the responsibility of the authorizer and the charter community to ensure that these 12 practices are in place *and* that authorizers hold themselves to high standards when evaluating the quality of their practices.

Despite yearly improvements to the NACSA Authorizer Survey, used to construct the *Index of Essential Practices*, it is important to note that the Index is based on self-reported survey responses. Questions were designed to reflect critical practices that all authorizers should understand, but there is always a possibility of misunderstanding or misrepresentation.

THE INDEX VS. FORMATIVE IN-DEPTH EVALUATION

A variety of tools should be used to evaluate such complex public endeavors as charter school authorizing. The right tool should be matched to a particular evaluation purpose.

The 12-point *Index of Essential Practices* can serve as an entry point for an authorizer to reflect on its work. It can be performed annually at a relatively large scale, and therefore is more appropriate for providing many authorizers with basic information on their practices. It can also serve as a tool for policymakers and others to review overall dynamics in the charter sector. However, because it is survey-based, the Index is not designed to provide a fine-tuned appraisal of the quality of a particular authorizer's practices.

To assess the quality of practices, many authorizers work with NACSA to conduct in-depth evaluations of their authorizing practices. These reviews include analysis of documents and multi-day visits by teams of authorizing experts who conduct interviews and focus groups, and observe authorizer activities. These formative evaluations are designed to tell an authorizer how well they implement recommended practices. They are specifically designed to inform strategic planning and long-term self-improvement practices in an individual authorizer's shop. These in-depth evaluations require time and resources as well as extensive cooperation with authorizer staff and leadership. This makes them challenging to conduct at a wide scale and less appropriate for annual analysis of the sector.

HOW CAN THE INDEX RESULTS *assist individual authorizers?*



Individual authorizer responses about their implementation of essential practices are provided on the following pages. Different stakeholders may have different opinions about whether a particular authorizer has implemented these practices. Or if they do implement some version of a particular practice, others may question whether they do so with sufficient rigor, sincerity, or fidelity to deserve credit.

The purpose of this Index is to share authorizer-specific data on fundamental authorizing practices and to generate discussion about those practices among charter school authorizing staff and boards, school operators and support organizations, and policy makers. Using the Index, authorizers and stakeholders can begin a discussion to determine whether or not these practices are in place and to begin to assess how well they are performing these practices. When charter school stakeholders can see and discuss authorizer practices, the entire charter school sector can become stronger. Ultimately, these initial discussions may lead to more conversations and, more importantly, actions to improve these practices.

Recommendations



Great charter schools do not occur randomly. They result from the dedicated work of a host of important players.

Authorizers play a pivotal role in this. What are their best practices? They study a community's changing needs. They seek the best school options that respond to those needs. They communicate expectations clearly. They gather useful data to make sound decisions. They prioritize student success. They empower leaders who run great schools to open more schools. They close failing schools and replace them with better performing ones.

NACSA has created the 12-point *Index of Essential Practices* to hone in on those practices that simply must happen for great schools to flourish.

RECOMMENDATIONS TO AUTHORIZERS:

Commit to essential practices at a minimum. Start with the 12 practices in the Index and then aim higher, guided by NACSA's *Principles & Standards*. Regularly monitor improvement. Question what is working and what is not. Seek evaluation and assistance.

- NACSA can provide hands-on assistance to translate high expectations into achievable change, through consultation, training, and formative evaluation.

RECOMMENDATIONS TO POLICY LEADERS AND FUNDERS:

Support NACSA's *Principles & Standards*. Commit to adequate authorizer capacity to implement these standards. Seek the resources needed.

- NACSA furthers this policy agenda by helping leaders to understand how the *Principles & Standards* can be used to produce improvements in authorizing and, more importantly, support a high-performing charter sector.
- NACSA supports this work through its Fund for Authorizer Excellence and strives to raise awareness of the importance of authorizing in support of authorizers that are seeking outside resources to improve their practices.

Authorizing is critical to the success of the charter school movement. Through strong practices, sound charter school policies, and sufficient resources, authorizers are empowered to create environments in which charter schools may thrive. Those who carry out their responsibilities well foster high-performing charter schools, closing those that are not upholding their promise to provide the best educational opportunities for kids.

Authorizer Index of Essential Practices

Responding authorizers not active during the 2011-2012 school year were omitted from the tables provided. The school, student, and authorizer data provided in the following tables are reported numbers for the 2010-11 academic year.⁴

Eligible Authorizer Types

- HEI** Higher Education Institutes
- ICB** Independent Charter Boards
- LEA** Local Education Agencies (also known as school districts)
- MUN** Municipal Office
- NFP** Not-For-Profit organizations
- SEA** State Education Agencies

STATE	ELIGIBLE AUTHORIZERS:	NUMBER OF AUTHORIZERS:	CHARTER SCHOOLS: 27										CHARTER SCHOOL STUDENTS: 5,751	PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 4.4%	
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
ALASKA 	LEA	8	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	No	Yes	9
ARIZONA 	LEA, ICB, SEA	7	Yes	Yes	Yes	No	Yes	No	Yes	Yes	Yes	No	Yes	Yes	9
ARKANSAS 	SEA	1	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	10



ELIGIBLE AUTHORIZERS: LEA, SEA

NUMBER OF AUTHORIZERS: 293

CHARTER SCHOOLS: 913

CHARTER SCHOOL STUDENTS: 374,956

PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 6.0%

AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Los Angeles Unified School District	LEA	205	No	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	Yes	9
San Diego Unified School District	LEA	44	Yes	Yes	No	No	No	No	Yes	Yes	Yes	Yes	Yes	No	7
California Department of Education Charter Schools Division	SEA	33	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	Yes	No	8
Oakland Unified School District	LEA	32	No	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	10
Los Angeles County Office of Education	LEA	28	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	No	Yes	Yes	9
Stockton Unified School District	LEA	15	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	No	Yes	No	8
Santa Clara County Office of Education	LEA	13	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11
Campbell Union Elementary School District	LEA	11	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey
Sacramento City Unified School District	LEA	11	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey
San Bernardino City Unified School District	LEA	11	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey
San Francisco Unified School District	LEA	11	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey
Fresno Unified School District	LEA	10	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey
Twin Rivers Unified School District	LEA	10	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey
San Juan Unified School District	LEA	9	Yes	Yes	No	No	No	NR*	Yes	NR*	Yes	No	Yes	No	Unable to calculate
Nevada County Office of Education	LEA	8	Yes	Yes	No	No	NR*	No	Yes	No	NR*	Yes	Yes	NR*	Unable to calculate
Inglewood Unified School District	LEA	7	NR*	Yes	No	Yes	No	No	No	Yes	No	No	Yes	No	Unable to calculate
Kern County Office of Education	LEA	7	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	NR*	No	No	No	Unable to calculate
Los Olivos Elementary School District	LEA	6	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	No	No	No	8
Ventura County Office of Education	LEA	6	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	Yes	10
Mountain Empire Unified School District	LEA	5	Yes	Yes	No	Yes	No	Yes	Yes	Yes	Yes	No	Yes	No	8
Napa Valley Unified School District	LEA	5	-	-	-	-	-	-	-	-	-	-	-	-	Unable to calculate
Santa Ana Unified School District	LEA	5	No	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No	Yes	No	7
Armona Union Elementary School District	LEA	4	Yes	No	No	Yes	No	Yes	Yes	No	No	No	Yes	No	5
Tulare County Office of Education	LEA	4	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	NR*	Yes	No	Unable to calculate
William S. Hart Union High School District	LEA	4	Yes	Yes	No	Yes	No	No	Yes	Yes	No	No	No	No	5
Burton Elementary School District	LEA	3	Yes	No	No	No	No	NR*	Yes	No	No	No	NR*	No	Unable to calculate
Petaluma Joint Union High School District	LEA	3	Yes	Yes	No	Yes	No	Yes	Yes	No	NR*	Yes	No	No	Unable to calculate
Butte County Office of Education	LEA	2	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	No	No	8
Denair Unified School District	LEA	2	Yes	Yes	Yes	No	No	Yes	Yes	Yes	No	Yes	Yes	Yes	9
Harmony Union Elementary School District	LEA	2	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No	8
Moreno Valley Unified School District	LEA	2	No	Yes	Yes	Yes	No	NR*	Yes	NR*	Yes	Yes	No	NR*	Unable to calculate
Riverside County Office of Education	LEA	2	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	No	Yes	No	7

*No Reponse



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Redding Elementary School District	LEA	2	NR*	Yes	Yes	NR*	No	Yes	Yes	Yes	Yes	NR*	No	No	Unable to calculate
Sebastopol Union Elementary School District	LEA	2	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	No	No	7
Calaveras County Office of Education	LEA	1	-	-	-	-	-	-	-	-	-	-	-	-	Unable to calculate
El Dorado Union High School District	LEA	1	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11
Forestville Union Elementary School District	LEA	1	-	-	-	-	-	-	-	-	-	-	-	-	Unable to calculate
Gold Oak Union Elementary School District	LEA	1	Yes	Yes	Yes	Yes	No	Yes	No	Yes	Yes	No	No	No	7
King City Union School District	LEA	1	Yes	No	No	No	No	No	Yes	No	NR*	No	No	No	Unable to calculate
Mark West Union Elementary School District	LEA	1	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	NR*	Unable to calculate
Mattole Unified School District	LEA	1	-	-	-	-	-	-	-	-	-	-	-	-	Unable to calculate
Menifee Union Elementary School District	LEA	1	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No	No	No	7
Red Bluff Joint Union High	LEA	1	-	-	-	-	-	-	-	-	-	-	-	-	Unable to calculate
Riverbank Unified School District	LEA	1	Yes	No	No	Yes	Yes	No	Yes	Yes	NR*	NR*	No	NR*	Unable to calculate
Round Valley Unified School District	LEA	1	-	-	-	-	-	-	-	-	-	-	-	-	Unable to calculate
Shasta County Office of Education	LEA	1	-	-	-	-	-	-	-	-	-	-	-	-	Unable to calculate
Tehama County Office of Education	LEA	1	Yes	No	No	Yes	No	Yes	Yes	No	No	No	No	No	4
Washington Unified School District	LEA	1	-	-	-	-	-	-	-	-	-	-	-	-	Unable to calculate

*No Reponse

 COLORADO		ELIGIBLE AUTHORIZERS: LEA, ICB		NUMBER OF AUTHORIZERS: 47			CHARTER SCHOOLS: 167			CHARTER SCHOOL STUDENTS: 73,445		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 8.7%			
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Denver Public Schools	LEA	31	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	10
Colorado Charter School Institute	ICB	22	Yes	No	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	9
Jeffco Public School District R-1	LEA	17	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey
Douglas County School District RE 1	LEA	11	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	No	Yes	Yes	9
Adams 12 Five Star Schools	LEA	7	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	No	Yes	No	7
Colorado Springs School District 11	LEA	7	Yes	Yes	Yes	No	No	No	Yes	Yes	No	No	Yes	No	6
Aurora Public Schools	LEA	6	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	No	Yes	Yes	9
Saint Vrain Valley School District	LEA	6	Yes	Yes	Yes	Yes	No	No	Yes	No	No	No	No	No	5
Brighton 27J School District	LEA	5	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No	9
Academy School District 20	LEA	4	Yes	Yes	Yes	Yes	Yes	NR*	Yes	Yes	Yes	No	No	No	Unable to calculate
Pueblo City Schools	LEA	3	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	9
Montezuma-Cortez School District RE-1	LEA	2	Yes	Yes	Yes	Yes	NR*	NR*	Yes	Yes	Yes	Yes	No	NR*	Unable to calculate
Montrose County School District	LEA	2	Yes	No	No	No	No	Yes	Yes	No	Yes	No	Yes	No	5
Park County School District	LEA	2	Yes	NR*	No	NR*	NR*	Yes	Yes	No	No	No	No	No	Unable to calculate
Thompson School District R-2J	LEA	2	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	NR*	Unable to calculate
Aspen School District	LEA	1	No	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	No	NR*	Unable to calculate
Bennett 29J School District	LEA	1	Yes	No	No	Yes	No	Yes	Yes	No	No	No	No	No	4
Clear Creek School District RE-1	LEA	1	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	11
Eagle County School District	LEA	1	Yes	Yes	No	Yes	No	NR*	Yes	NR*	NR*	No	No	No	Unable to calculate
East Grand School District	LEA	1	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	6
Gunnison Watershed School District	LEA	1	Yes	NR*	NR*	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Unable to calculate
Strasburg School District 31J	LEA	1	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No	Yes	9

*No Reponse

CONNECTICUT		ELIGIBLE AUTHORIZERS: LEA, SEA		NUMBER OF AUTHORIZERS: 1			CHARTER SCHOOLS: 18			CHARTER SCHOOL STUDENTS: 5,724		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 1.0%			
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Connecticut Department of Education	SEA	18	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey

DELAWARE		ELIGIBLE AUTHORIZERS: LEA, SEA		NUMBER OF AUTHORIZERS: 2			CHARTER SCHOOLS: 19			CHARTER SCHOOL STUDENTS: 9,525		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 7.4%			
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Delaware State Board of Education	SEA	19	Yes	No	Yes	Yes	No	No	Yes	No	No	No	Yes	No	5

DISTRICT OF COLUMBIA		ELIGIBLE AUTHORIZERS: ICB		NUMBER OF AUTHORIZERS: 1			CHARTER SCHOOLS: 52 (ON 98 CAMPUSES)			CHARTER SCHOOL STUDENTS: 29,366		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 39.2%			
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
District of Columbia Public Charter School Board	ICB	99	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	11



ELIGIBLE AUTHORIZERS: LEA, HEI

NUMBER OF AUTHORIZERS: 45

CHARTER SCHOOLS: 461

CHARTER SCHOOL STUDENTS: 155,221

PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 5.9%

AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Miami Dade County Public Schools	LEA	81	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	Yes	Yes	No	8
School Board of Broward County	LEA	75	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	No	No	No	6
Hillsborough County Public Schools	LEA	36	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No	9
Palm Beach School District	LEA	35	Yes	Yes	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Yes	No	9
Orange County Public Schools	LEA	31	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	11
Polk County Public Schools District	LEA	27	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	10
School District of Lee County	LEA	25	Yes	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	Yes	9
Duval County Public Schools	LEA	18	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	10
Alachua County Public Schools	LEA	17	Yes	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	No	8
Pinellas County School District	LEA	16	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No	9
Bay County School District	LEA	13	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	No	NR*	Unable to calculate
Lake County Public Schools	LEA	11	Yes	Yes	Yes	No	Yes	No	Yes	Yes	No	No	Yes	Yes	8
Manatee County School District	LEA	11	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	No	9
Escambia County School District	LEA	9	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	10
Sarasota County School District	LEA	9	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	10
Pasco County School District	LEA	5	Yes	Yes	Yes	Yes	No	NR*	Yes	Yes	Yes	No	Yes	No	Unable to calculate
Florida Atlantic University College of Education	HEI	4	No	No	No	No	No	NR*	Yes	No	No	Yes	No	No	Unable to calculate
Leon County Public Schools	LEA	4	Yes	Yes	Yes	Yes	Yes	NR*	Yes	Yes	Yes	Yes	Yes	No	Unable to calculate
Okaloosa County School District	LEA	3	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	10
Franklin County Public Schools	LEA	2	-	-	-	-	-	-	-	-	-	-	-	-	Unable to calculate
Glades County School District	LEA	1	Yes	Yes	Yes	Yes	No	No	Yes	NR*	NR*	Yes	No	NR*	Unable to calculate
Sumter County Public Schools	LEA	1	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	NR*	No	No	No	Unable to calculate
Wakulla County Public Schools	LEA	1	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	No	Yes	No	8

*No Reponse

GEORGIA		ELIGIBLE AUTHORIZERS: LEA, SEA		NUMBER OF AUTHORIZERS: 39			CHARTER SCHOOLS: 97		CHARTER SCHOOL STUDENTS: 48,394		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 2.9%				
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Atlanta City School District	LEA	13	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	10
Fulton County School Board	LEA	13	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	Yes	Yes	Yes	9
DeKalb County School District	LEA	12	Yes	Yes	Yes	No	No	No	Yes	Yes	Yes	No	Yes	Yes	8
Mitchell County School Board	LEA	1	Yes	No	No	No	No	Yes	Yes	No	No	No	No	No	3

HAWAII		ELIGIBLE AUTHORIZERS: ICB		NUMBER OF AUTHORIZERS: 1			CHARTER SCHOOLS: 31		CHARTER SCHOOL STUDENTS: 8,289		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 4.6%				
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Hawaii Charter School Review Panel	ICB	31	No	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No	8

IDAHO		ELIGIBLE AUTHORIZERS: LEA, ICB		NUMBER OF AUTHORIZERS: 15			CHARTER SCHOOLS: 40		CHARTER SCHOOL STUDENTS: 16,084		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 5.7%				
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Idaho Public Charter School Commission	ICB	29	No	Yes	Yes	Yes	No	No	Yes	No	No	No	Yes	No	5

ILLINOIS 	ELIGIBLE AUTHORIZERS: LEA, SEA, ICB		NUMBER OF AUTHORIZERS: 9			CHARTER SCHOOLS: 46 (ON 116 CAMPUSES)		CHARTER SCHOOL STUDENTS: 41,286		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 2.0%						
	AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Chicago Public Schools, Office of New Schools	LEA	87	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	12

INDIANA 	ELIGIBLE AUTHORIZERS: LEA, SEA, ICB, MUN		NUMBER OF AUTHORIZERS: 5			CHARTER SCHOOLS: 62		CHARTER SCHOOL STUDENTS: 22,529		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 2.2%						
	AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Ball State University Office of Charter Schools	HEI	39	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	Yes	8
Indianapolis Mayor's Office	MUN	23	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11

IOWA 	ELIGIBLE AUTHORIZERS: LEA		NUMBER OF AUTHORIZERS: 8			CHARTER SCHOOLS: 8		CHARTER SCHOOL STUDENTS: 298		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 0.1 %						
	AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
No authorizers in Iowa submitted responses to the NACSA survey	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

KANSAS 	ELIGIBLE AUTHORIZERS: LEA		NUMBER OF AUTHORIZERS: 23			CHARTER SCHOOLS: 26			CHARTER SCHOOL STUDENTS: 4,546			PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 0.9 %				
	AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
No authorizers in Kansas submitted responses to the NACSA survey																
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

LOUISIANA 	ELIGIBLE AUTHORIZERS: LEA, SEA		NUMBER OF AUTHORIZERS: 6			CHARTER SCHOOLS: 90			CHARTER SCHOOL STUDENTS: 37,030			PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 5.3 %			
	AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION
Louisiana Board of Elementary and Secondary Education	SEA	80	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	10
Orleans Parish School District	LEA	12	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey
East Baton Rouge Parish School District	LEA	7	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	NR*	No	No	Unable to calculate

*No Reponse

MARYLAND 	ELIGIBLE AUTHORIZERS: LEA, SEA		NUMBER OF AUTHORIZERS: 6			CHARTER SCHOOLS: 45			CHARTER SCHOOL STUDENTS: 14,180			PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 1.7%			
	AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION
Baltimore City Public Schools	LEA	33	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No	9

MASSACHUSETTS 	ELIGIBLE AUTHORIZERS: SEA		NUMBER OF AUTHORIZERS: 1				CHARTER SCHOOLS: 63			CHARTER SCHOOL STUDENTS: 28,422			PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 3.0%			
	AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Massachusetts Department of Education	SEA	63	-	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey

MICHIGAN 	ELIGIBLE AUTHORIZERS: LEA, HEI		NUMBER OF AUTHORIZERS: 30				CHARTER SCHOOLS: 241			CHARTER SCHOOL STUDENTS: 112,207			PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 7.2%			
	AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
The Center for Charter Schools at Central Michigan University	HEI	74	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11
Grand Valley State University Charter Schools Office	HEI	44	Yes	Yes	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	10
Bay Mills Community College Charter Schools Office	HEI	42	Yes	Yes	No	Yes	NR*	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Unable to calculate
Ferris State University	HEI	19	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	10
Saginaw Valley State University	HEI	18	-	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey
Lake Superior State University Charter Schools Office	HEI	10	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	No	Yes	Yes	Yes	8
Oakland University, Office of Public School Academies	HEI	8	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	Yes	10
Wayne RESA	LEA	6	Yes	Yes	No	Yes	No	No	Yes	Yes	Yes	No	Yes	Yes	Yes	8
Northern Michigan University, Charter Schools Office	HEI	5	Yes	No	Yes	Yes	NR*	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Unable to calculate

*No Reponse

MINNESOTA		ELIGIBLE AUTHORIZERS: LEA, HEI, NFP		NUMBER OF AUTHORIZERS: 48			CHARTER SCHOOLS: 149			CHARTER SCHOOL STUDENTS: 36,821		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 4.4%			
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Audubon Center of the North Woods	NFP	34	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey
Novation Education Opportunities	NFP	22	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	11
Pillsbury United Communities	NFP	22	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	10
Friends of Education-Minnesota	NFP	17	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	11
Volunteers of America-Minnesota	NFP	17	Yes	Yes	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	10
University of St. Thomas	HEI	6	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	No	Yes	10
Augsburg College Department of Education	HEI	5	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	11
Bethel University	HEI	2	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	No	Yes	Yes	9
Alexandria Technical College	HEI	1	Yes	Yes	No	Yes	No	No	Yes	Yes	No	No	No	No	5
Fraser Foundation	NFP	1	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	No	Yes	9
Ordway Center for the Performing Arts	HEI	1	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No	Yes	9
Project for Pride in Living	NFP	1	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	No	Yes	10
Rochester Community and Technical College	HEI	1	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11
Wolf Ridge Environmental Learning Center	NFP	1	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	10

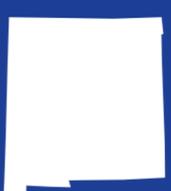
MISSOURI		ELIGIBLE AUTHORIZERS: LEA, HEI, SEA		NUMBER OF AUTHORIZERS: 13			CHARTER SCHOOLS: 36			CHARTER SCHOOL STUDENTS: 19,829		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 2.2%			
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
University of Central Missouri	HEI	13	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	10
University of Missouri-Kansas City	HEI	11	No	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	10
Missouri Baptist University	HEI	7	Yes	Yes	Yes	NR*	NR*	No	Yes	Yes	Yes	Yes	Yes	Yes	Unable to calculate
University of Missouri-St. Louis	HEI	6	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	No	Yes	No	8
University of Missouri-Columbia	HEI	5	Yes	Yes	No	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No	8
Saint Louis University	HEI	3	Yes	No	No	Yes	No	No	Yes	No	Yes	Yes	Yes	No	6
Lindenwood University	HEI	1	-	-	-	-	-	-	-	-	-	-	-	-	Unable to calculate
Metropolitan Community College-Penn Valley	HEI	1	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	No	Yes	Yes	9
Missouri University of Science and Technology	HEI	1	Yes	Yes	No	Yes	No	Yes	Yes	Yes	Yes	No	Yes	No	8
Southeast Missouri State University	HEI	1	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	10
Washington University	HEI	1	Yes	No	No	No	No	No	Yes	No	Yes	No	No	Yes	4

*No Reponse

NEVADA		ELIGIBLE AUTHORIZERS: LEA, ICB		NUMBER OF AUTHORIZERS: 5			CHARTER SCHOOLS: 27			CHARTER SCHOOL STUDENTS: 14,183		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 3.2%			
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Nevada State Public Charter School Authority	ICB	20	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	10

NEW HAMPSHIRE 	ELIGIBLE AUTHORIZERS: LEA, SEA		NUMBER OF AUTHORIZERS: 1				CHARTER SCHOOLS: 10			CHARTER SCHOOL STUDENTS: 983			PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 0.5%			
	AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
New Hampshire Department of Education	SEA	10	-	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey

NEW JERSEY 	ELIGIBLE AUTHORIZERS: SEA		NUMBER OF AUTHORIZERS: 1				CHARTER SCHOOLS: 73			CHARTER SCHOOL STUDENTS: 24,186			PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 1.7%			
	AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
New Jersey Department of Education	SEA	73	-	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey

NEW MEXICO 	ELIGIBLE AUTHORIZERS: LEA, SEA		NUMBER OF AUTHORIZERS: 18				CHARTER SCHOOLS: 81			CHARTER SCHOOL STUDENTS: 15,260			PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 4.6%		
	AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION
New Mexico Public Education Commission	SEA	40	Yes	No	Yes	Yes	Yes	No	Yes	No	No	Yes	Yes	NR*	Unable to calculate
Albuquerque Public Schools Charter School Office	LEA	22	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	12

*No Reponse

NEW YORK		ELIGIBLE AUTHORIZERS: LEA, SEA, HEI		NUMBER OF AUTHORIZERS: 4			CHARTER SCHOOLS: 171			CHARTER SCHOOL STUDENTS: 54,527		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 2.1%			
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
State University of New York Charter Schools Institute	HEI	83	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	11
New York City Department of Education Charter Schools Office	LEA	68	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	Yes	10
New York State Education Department	SEA	30	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	10

NORTH CAROLINA		ELIGIBLE AUTHORIZERS: LEA, SEA, HEI		NUMBER OF AUTHORIZERS: 1			CHARTER SCHOOLS: 98			CHARTER SCHOOL STUDENTS: 42,061		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 2.9%			
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
North Carolina Department of Education	SEA	100	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	10

OHIO		ELIGIBLE AUTHORIZERS: LEA, HEI, NFP		NUMBER OF AUTHORIZERS: 70			CHARTER SCHOOLS: 341		CHARTER SCHOOL STUDENTS: 97,899		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 5.2%						
		<i>AUTHORIZER NAME</i>	<i>AUTHORIZER TYPE</i>	<i>ESTIMATED CAMPUSES IN 2011-12</i>	<i>CONTRACT</i>	<i>APPLICATION CRITERIA</i>	<i>APPLICATION TIMELINE</i>	<i>APPLICANT INTERVIEW</i>	<i>EXTERNAL EXPERT PANEL</i>	<i>FIVE-YEAR TERM LENGTH</i>	<i>FINANCIAL AUDIT OF EACH SCHOOL</i>	<i>RENEWAL CRITERIA ESTABLISHED</i>	<i>REVOCATION CRITERIA ESTABLISHED</i>	<i>ANNUAL REPORT TO SCHOOLS</i>	<i>DESIGNATED STAFF</i>	<i>MISSION</i>	<i>INDEX TOTAL</i>
		Lucas County Educational Service Center	LEA	68	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey
		St. Aloysius Orphanage	NFP	47	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	Yes	Yes	Yes	9
		Buckeye Community Hope Foundation	NFP	44	Yes	Yes	No	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	9
		Ohio Council of Community Schools	HEI	43	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes	9
		Educational Resource Consultants of Ohio, Inc.	NFP	23	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	10
		Kids Count of Dayton, Inc	NFP	12	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	10
		Educational Service Center of Central Ohio	LEA	9	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	10
		Thomas B. Fordham Foundation	NFP	8	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	11
		Montgomery County Educational Service Center	LEA	3	Yes	No	No	No	No	No	Yes	Yes	Yes	No	Yes	No	5

OKLAHOMA		ELIGIBLE AUTHORIZERS: LEA, HEI		NUMBER OF AUTHORIZERS: 4			CHARTER SCHOOLS: 18		CHARTER SCHOOL STUDENTS: 6,585		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 1.0%						
		<i>AUTHORIZER NAME</i>	<i>AUTHORIZER TYPE</i>	<i>ESTIMATED CAMPUSES IN 2011-12</i>	<i>CONTRACT</i>	<i>APPLICATION CRITERIA</i>	<i>APPLICATION TIMELINE</i>	<i>APPLICANT INTERVIEW</i>	<i>EXTERNAL EXPERT PANEL</i>	<i>FIVE-YEAR TERM LENGTH</i>	<i>FINANCIAL AUDIT OF EACH SCHOOL</i>	<i>RENEWAL CRITERIA ESTABLISHED</i>	<i>REVOCATION CRITERIA ESTABLISHED</i>	<i>ANNUAL REPORT TO SCHOOLS</i>	<i>DESIGNATED STAFF</i>	<i>MISSION</i>	<i>INDEX TOTAL</i>
		Oklahoma City Public Schools	LEA	13	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey

OREGON		ELIGIBLE AUTHORIZERS: LEA, SEA		NUMBER OF AUTHORIZERS: 68			CHARTER SCHOOLS: 108			CHARTER SCHOOL STUDENTS: 20,209		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 3.6%			
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Portland Public Schools, Education Options Program	LEA	8	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	10
Oregon City School District	LEA	4	Yes	Yes	Yes	Yes	No	No	Yes	No	No	No	No	No	5
Oregon Department of Education	SEA	4	Yes	Yes	No	No	Yes	No	Yes	Yes	Yes	Yes	Yes	No	8

PENNSYLVANIA		ELIGIBLE AUTHORIZERS: LEA, SEA		NUMBER OF AUTHORIZERS: 51			CHARTER SCHOOLS: 147			CHARTER SCHOOL STUDENTS: 90,525		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 5.1%			
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Philadelphia School District	LEA	81	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	12
Pennsylvania Department of Education	SEA	12	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey

RHODE ISLAND		ELIGIBLE AUTHORIZERS: SEA		NUMBER OF AUTHORIZERS: 1			CHARTER SCHOOLS: 16			CHARTER SCHOOL STUDENTS: 3,971		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 2.8%			
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Rhode Island State Department of Education	SEA	19	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No	9

SOUTH CAROLINA	ELIGIBLE AUTHORIZERS: LEA, ICB		NUMBER OF AUTHORIZERS: 16			CHARTER SCHOOLS: 44		CHARTER SCHOOL STUDENTS: 17,243		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 2.4%						
	AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
South Carolina Public Charter School District	ICB	11	Yes	Yes	Yes		Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	11

TENNESSEE	ELIGIBLE AUTHORIZERS: LEA		NUMBER OF AUTHORIZERS: 3			CHARTER SCHOOLS: 29		CHARTER SCHOOL STUDENTS: 6,912		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 0.7%						
	AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Memphis City Schools	LEA	25	Yes	Yes	Yes		No	No	No	Yes	Yes	Yes	Yes	Yes	No	8
Nashville Metro Public Schools	LEA	11	Yes	Yes	Yes		Yes	Yes	No	Yes	No	Yes	Yes	Yes	Yes	10

TEXAS	ELIGIBLE AUTHORIZERS: LEA, SEA		NUMBER OF AUTHORIZERS: 15			CHARTER SCHOOLS: 277 (ON 579 CAMPUSES)		CHARTER SCHOOL STUDENTS: 165,325		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 3.4%						
	AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Texas Education Agency	SEA	506	-	-	-		-	-	-	-	-	-	-	-	-	Did not return survey
Houston Independent School District	LEA	41	-	-	-		-	-	-	-	-	-	-	-	-	Did not return survey
San Antonio Independent School District	LEA	13	-	-	-		-	-	-	-	-	-	-	-	-	Did not return survey

UTAH		ELIGIBLE AUTHORIZERS: LEA, ICB		NUMBER OF AUTHORIZERS: 7			CHARTER SCHOOLS: 78		CHARTER SCHOOL STUDENTS: 40,132		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 7.0%				
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Utah State Charter School Board	ICB	73	Yes	Yes	Yes	Yes	Yes	No	Yes	No	No	No	Yes	No	7

VIRGINIA		ELIGIBLE AUTHORIZERS: LEA		NUMBER OF AUTHORIZERS: 3			CHARTER SCHOOLS: 4		CHARTER SCHOOL STUDENTS: 348		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 0.0%				
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
No authorizers in Virginia submitted responses to the NACSA survey															

WISCONSIN		ELIGIBLE AUTHORIZERS: LEA, HEI, MUN		NUMBER OF AUTHORIZERS: 84			CHARTER SCHOOLS: 205		CHARTER SCHOOL STUDENTS: 36,954		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 4.2%				
AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
Milwaukee Public Schools	LEA	31	-	-	-	-	-	-	-	-	-	-	-	-	Did not return survey
Appleton School District	LEA	15	Yes	Yes	Yes	Yes	No	NR*	Yes	Yes	Yes	No	Yes	NR*	Unable to calculate
University of Wisconsin-Milwaukee	HEI	11	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	11
Common Council of the City of Milwaukee	MUN	7	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11
Kenosha Unified School District	LEA	6	-	-	-	-	-	-	-	-	-	-	-	-	Unable to calculate
Waukesha School District	LEA	5	Yes	No	Yes	No	No	No	Yes	Yes	No	No	Yes	No	5
University of Wisconsin-Parkside	HEI	1	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	10

*No Reponse

WYOMING	ELIGIBLE AUTHORIZERS: LEA		NUMBER OF AUTHORIZERS: 3			CHARTER SCHOOLS: 3			CHARTER SCHOOL STUDENTS: 258		PERCENT OF STATE'S STUDENTS IN CHARTER SCHOOLS: 0.3%					
	AUTHORIZER NAME	AUTHORIZER TYPE	ESTIMATED CAMPUSES IN 2011-12	CONTRACT	APPLICATION CRITERIA	APPLICATION TIMELINE	APPLICANT INTERVIEW	EXTERNAL EXPERT PANEL	FIVE-YEAR TERM LENGTH	FINANCIAL AUDIT OF EACH SCHOOL	RENEWAL CRITERIA ESTABLISHED	REVOCATION CRITERIA ESTABLISHED	ANNUAL REPORT TO SCHOOLS	DESIGNATED STAFF	MISSION	INDEX TOTAL
No authorizers in Wyoming submitted responses to the NACSA survey	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

⁴ NACSA would like to acknowledge its ongoing collaboration with the National Alliance for Public Charter Schools. This collaboration has helped both organizations generate up-to-date and increasingly accurate counts of authorizers and schools. These calculations are based on NACSA's most recent data that links each charter school to its authorizer, and are modified from the National Alliance's data on charter schools (National Alliance for Public Charter Schools. [2010]. Public charter schools dashboard [www.publiccharters.org/dashboard]. Washington, DC: Author.). Precise figures depend on the time of reporting. Any minor variation due to reporting is unlikely to change substantively the findings of this report.

Survey Methodology

The National Association of Charter School Authorizers (NACSA) tracks the number, size, and types of charter school authorizers through reviews of state statutes, ongoing cooperation with partners such as the National Alliance for Public Charter Schools, and frequent contact with state education departments and state charter school support organizations.

Drawing on these sources of information, NACSA identified 159 charter school authorizers in the country with five or more schools in their portfolios and an additional 222 authorizers with fewer than five schools in their portfolios during the 2010-2011 school year. The sample of authorizers with fewer than five schools was constructed to include all remaining non-LEA authorizers and a convenience sample of LEA authorizers with fewer than five schools that could be linked to existing available student performance data sets. NACSA contacted all surveyed authorizers via mail and email to solicit their participation in the survey.

All surveyed authorizers were asked to complete a 14-page, 122-item survey of authorizer practices, designed by NACSA. Participants were asked to answer questions across a range of topics related to charter school authorizing. Fifteen of the 122 survey items form the basis of the *Index of Essential Practices*.

Of the 381 charter school authorizers contacted, 62 of 83 authorizers with 10 or more schools (response rate: 75 percent) and 114 of 298 authorizers with fewer than 10 schools (response rate: 38 percent) completed and returned an online version of the survey or a hard copy version via mail. NACSA's *Index of Essential Practices* includes 12 authorizing practices.

A final email was sent to each respondent, sharing with them their own survey responses to each of the 12 points and asking respondents to confirm their responses and provide corrections if anything was reported inaccurately. Twenty responses to this email were received, and recommended changes and comments were considered before adjusting final scores.

Questions regarding survey design and implementation should be directed to Sean Conlan, Ph.D., director of research and evaluation, at NACSA. Email seanc@qualitycharters.org or phone 817.841.9035.

NACSA Resources for Authorizers

NACSA is committed to developing quality authorizing environments that result in a greater number of quality charter schools. To achieve this mission, NACSA provides authorizers with access to professional development and networking opportunities, advocacy, publications, and other resources, including:

NACSA'S PRINCIPLES & STANDARDS

NACSA's *Principles & Standards for Quality Charter School Authorizing* is the foundational resource used to guide authorizing practices across the country and has been referenced in state statutes. It focuses on the ends that authorizers should be aiming to attain in creating and upholding high expectations for the schools they charter while recognizing that there are many means of getting there. Download *Principles & Standards* at www.qualitycharters.org/principles-standards.

NACSA RESOURCE LIBRARY

NACSA's Resource Library provides authorizers with publications on everything from performance contracting and ongoing oversight and evaluation, to renewal decision making and governance. Visit www.qualitycharters.org to download NACSA's issue briefs, policy guides, and annual *The State of Charter School Authorizing*.

ANNUAL NACSA LEADERSHIP CONFERENCE

This annual event brings together hundreds of charter school authorizers and leaders in the education reform movement to learn about the latest trends in authorizing, to explore best practices, and to share insights with colleagues. Visit www.qualitycharters.org/conference for more information.

NACSA AUTHORIZER DEVELOPMENT

NACSA is committed to the development of quality authorizing environments and provides authorizing entities with direct services to help them improve their practices. Through NACSA's Authorizer Development program, authorizers may receive professional guidance on strategic planning and board development; decision management; contracts, policies, and protocols; templates and model resources; and authorizer evaluations. Learn more about these services at www.qualitycharters.org.

Acknowledgements

NACSA extends its gratitude to the staff members of charter school authorizers across the country for their time and efforts in completing the 2011 NACSA Authorizer Survey. This report would not be possible without their contributions. NACSA thanks these authorizers for their commitment to quality charter school authorizing.

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The National Association of Charter School Authorizers is a 501(c)3 not-for-profit membership organization dedicated to the establishment and operation of quality charter schools through responsible oversight in the public interest.

The National Association of Charter School Authorizers' Index of Essential Practices Based on NACSA's Principles & Standards for Quality Charter School Authorizing is licensed under a Creative Commons Attribution-Noncommercial-No Derivative Works 3.0 United States License.



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