

2023 Training Catalog



New Hampshire

Department of Education

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B. FEIT INSIGHT

Advisor to state education agencies, public school districts, charter schools, and education innovation nonprofits on board governance & leadership development, fundraising & grant development, program design & evaluation, and education policy.

Establishing and Maintaining Effective Governance-Management Partnerships

This training provides strategies to participants in build effective partnerships between charter boards and their leadership teams. Topics will include best practices in communication, delineating responsibilities, and evaluating performance.

Maintaining Quality While Growing to Serve Additional Students

Interactive training session where participants explore the competing considerations that operators face when contemplating growth and develop a critical understanding of how research can inform efforts to meet demand without compromising quality.

Cultivating a Strong Data Culture

Course geared toward board members and leaders that provides strategies to establish strong data cultures, and practical tools and tips for how to collect and analyze the data needed to assess progress toward key indicators.

Navigating the Legal and Policy Frameworks that Pertain to New Hampshire Charter Schools

A review of federal statutes with which charter schools must comply (including, but not limited to, the Title I of the Elementary and Secondary Education Act, the Individuals with Disabilities Education Act, and the Family Educational Rights and Privacy Act) as well as the New Hampshire statutes and regulations that control the manner in which board functions, students are assessed, and teachers are credentialed. Attendees will gain a greater understanding of the legal framework and obtain guidance on how to navigate prevailing policy to promote their unique missions

Strategic, Succession, and Sustainability Planning

Attendees will learn how to undertake three key types of planning endeavors: strategic planning, which marries a vision to a plan for its actualization; succession planning, which concerns the cultivation of talent pipelines for board members, school leaders, and educators; and sustainability planning, which focuses on how schools secure sufficient revenues to support their ongoing operations.

BLUNDELL ACCOUNTING SOLUTIONS

Accounting and advisory services for not-for-profit private schools and charter schools. Caitlin Blundell, CPA and founder of Blundell Accounting Solutions, has provided financial and accounting expertise in New England, primarily for the not-for-profit, healthcare, and higher education over the past seventeen years.

QuickBooks Training

Attendees will learn best practice workflows for Charter Schools and common tools to manage charter school finances with QuickBooks Online while gaining hands-on experience navigating through their own QuickBooks Online Account during instruction. The course will include a mock-up QuickBooks Online Account that includes a chart of accounts based on the NH Department of Education Classification and commonly awarded grants such as Title I, Charter School Program Grant, and other state/federal grants.

DEMONSTRATED SUCCESS

Supports educators by offering customized professional development and easy-to-implement technology solutions. Empowering educators to leverage data for targeted instruction that substantially improves student learning. Takes a customized approach to coaching, supporting school improvement by helping to implement smart strategies and best practices.

Understanding Education Data

Charter school teams will:

- Learn how to access, analyze, and leverage conclusions from the New Hampshire Statewide Assessment System data and associated modular assessments
- Explore an array of student achievement measurements ranging from performance assessments designed to measure the transfer of learning to national assessments
- Learn how to leverage observational, focus group, and survey data to gather information about social-emotional health, school culture, and climate

(3 elements, 90-minutes each)

Understanding Curriculum Development and Design

Charter school teams will:

- Understand concepts of Backward Design where planning begins with student performance objectives (assessment) and builds backward to design the learning experiences that will move each student toward the desired mastery
- Understands that a vertical content area curriculum needs to be built on progressions of learning that align in order to achieve the school's vision of a graduate
- Understand the role of formative and summative assessment in assuring that the taught curriculum is consistent with the articulated curriculum

(3 elements, 90-minutes each)

Aligning Curriculum to State Standards

Charter school teams will:

- Analyze Common Core State Standards (CCSS) aligned items in English Language Arts, math, and science to identify what students should know and be able to do in those areas
- Work in grade span content teams to analyze the standards, articulating "I Can" statements to articulate what the standard is asking students to know and do
- Work in content teams with tuning protocols to gain feedback from content specialists and colleagues regarding curriculum alignment to standards
- Learn about curriculum tools that are NH Standards-aligned, research-supported, and reviewed by reliable third-party vendors

(3 elements, 90-minutes each)

Template for Curriculum Alignment for Use During Authorization

Charter school teams will:

- Participate in Community of Practice focus groups to test and develop a user-friendly, efficient template to align curriculum
- Use Educator Success Platform to align curriculum for authorization

(1 element, 90 minutes)

Coaching and Support for New Schools During Start-Up

Charter school teams will:

- Examine several other charter schools' journeys, utilizing framing questions that will best serve each participant
- Analyze start-up plans to identify both strengths and weaknesses
- Gather materials to further develop a school management manual for their specific context and vision
- Identify, choose, and begin (or continue) to develop critical structures to support their start-up, including
 - Safety protocols and emergency action plans
 - Leadership team development
 - Strategic action planning
 - Essential checklists for all essential management tasks
 - Professional development plan to forward the initial goals of the strategic plan

(5 elements, 90-minutes each)

Enabling Continuous Professional Growth for Educators

Charter school teams will:

- Understand current research on best practices to support continuous educator growth
- Reflect upon and analyze the current professional culture of their school or the school they aspire to create
- Explore high-leverage structures and strategies that could support continuous growth for all staff in their school. These will include:
 - Educator evaluation tools and methods for calibration
 - Practice protocols for providing effective feedback- peer-to-peer, student-to-teacher, administrator-to-teacher, and teacher-to-administrator

(3 elements, 90-minutes each)

Strategic Planning

Charter school teams will:

- Choose a strategic planning and school improvement/development model that complements their vision for their school
- Create benchmark goals for years one, two, and three
- Develop a detailed plan and complementary supporting structures for year one

(3 elements, 90-minutes each)

Effective Engagement in Change

Charter school teams will:

- Define strategies for consensus-building that fit the institutional vision and style
- Learn how to democratically build a mission and vision to forward shared goals
- Learn a variety of strategies, such as consensus-based leadership teams, restorative circles, Question Formulation Technique (QFT), and empathy interviews to include the voices of all stakeholders
- Develop communication structures and plans to involve all stakeholders from the visioning process to celebrating success

(3 elements, 90-minutes each)

NEW HAMPSHIRE CHARTER SCHOOL FOUNDATION

The Charter School Foundation is bringing together experienced business and education professionals, determined to advance school choice. This non-profit is built on helping and advising both new and existing charter schools, to ensure their sustainability and success by providing ongoing and experienced guidance, networking, and operational support.

RSA 91-A: What Is It and Why Does It Matter to Public Charter Schools

This course will provide learners with an in-depth understanding of RSA 91-A and how it applies to New Hampshire Public Charter Schools. Real world examples will be provided along with sample responses to Right to Know requests. The class will include mock board meetings, both public and non-public sessions.

Board Membership: Identifying Your Needs and Recommended Training

This course will provide learners with an in-depth understanding of key components needed for a highly functioning board of trustees. It will focus on challenging areas for many public charter schools and review of critical training areas. Real world examples will be provided along with sample training packets for attendees to review and leave with.

Conducting a Public Board Meeting Using Robert's Rules

This course will provide attendees with an in-depth understanding of key components needed for a high functioning board meeting. Utilizing the structure of Robert's Rules allows boards to conduct business efficiently and include public comment. Examples for appropriate vs. inappropriate comment and non-public discussion will be included. A summary of Robert's Rules will be made available to attendees.

Understanding Your Financials and Why Transparency is Necessary

This course will provide learners with an in-depth understanding of key components needed to understand the school financial statements. Attendees will review and understand the need for financial transparency as a public entity while complying with non-profit law. Sample financial statements will be provided with discussion about each document and how it can be utilized. Discussion will include accrual vs. cash-based budgets, capital expenditures and how to capitalize larger purchases, using these statements for longer term planning and what board members should ask when it comes to the financial health of the charter school.

Streamlining Financial Practices and Audit Preparation

This course will provide learners with real ideas utilizing technology and newer low-cost applications to streamline their accounting needs. Discussion will be held regarding how to prepare for the annual financial audit and how to utilize technology during the year to do this. A live demonstration showing the application with real charter schools will take place. This is one of the most important areas for public charter schools. Streamlining the process and having the audit preparation included will only support public schools.

Charter School Start Up: Before the Students Arrive

This course will provide learners with checklists and information for the many steps required after approval and prior to opening your school. It will cover the required filings with the State of New Hampshire, admissions requirements, setting up financial systems including payroll, required NHDOE systems including Grants Management System (GMS), facility needs and questions, facility inspections, supply lists, furniture lists and other necessary steps needed to physically open your school. Real ideas

utilizing technology and newer low-cost applications to streamline their accounting needs.

Charter School Start Up: Navigating the First Year

This course will provide learners with checklists and information for the first year of operation. It will cover required state reporting, report cards, staffing surprises, bus transportation, financial reporting to the board, and many other items handled for the first time in year one. The class will focus on a first-year calendar with support and ideas for managing the first year in a new charter school.

Charter School Leadership: What are You Responsible For

As a charter school leader, you have many responsibilities, including your students. This course will provide learners with an opportunity to share best practices with each other and find new methods to strategize how to handle the long list of responsibilities. Discussion will focus on fundraising, staffing, HR concerns, health insurance, enrollment after COVID, and many other areas of responsibility.

Governance vs Operations: What Type of Board Are We

This course will cover the role of a governance board as charter schools are non-profits and public entities. Many boards walk a fine line between acting as a governance board and operations board. This course will clearly define the difference with many common examples from charter school boards. Our boards have many responsibilities, and this course will help define what is required and appropriate vs. overreaching into the operations side of the charter school.

Curriculum Alignment: How to Align Your Curriculum with State Standards

This course will provide real examples of curriculum alignment with state standards for charter schools. Discussions and examples will be held to encourage participants to review, provide examples, and draft their own for review in class. Sample alignments will be provided to attendees during the class.

Charter Schools and Special Education: Our Role

This course will cover the unique role New Hampshire Charter Schools have in Special Education. The charter statute, RSA 194-B:11 will be reviewed, and examples provided for learners to better understand their role in a charter school. The conversation will cover both IEP and 504's and the options for charter schools when handling various scenarios involving students who may have one of these documents. Emphasis will be placed on the relationship between the sending (resident) district and the relationship with the charter school.

Developing School Counseling Programs

This course will cover how to develop a strong school counseling program. The key to a strong school community is having students feel welcome and know their community is there for them. The role of a school counselor is very important in today's world. Our students are turning to them with increasingly difficult problems and a strong school counseling program will support our students and school overall. The class will include examples of strong programs, identifying the needs in existing programs and a road map to build a better program in your school.

Understanding Accommodations vs Modifications

This course will focus on the difference between accommodations and modifications in a student IEP or 504 document. Charter schools have an obligation to support all students, including students with IEP and 504 plans. Understanding the difference between the accommodations and modifications will support the student and instructor in class clear and consistent messaging will be providing using real

world examples. Common questions and mistakes will also be covered to help support the learners. All materials used in class will be available electronically.

Policy Development for Your Charter School

This course will cover a wide variety of policies, both required and recommended for charter schools. It will explore the difference a few words can have on a policy and why they are different from traditional public-school policies. Policies play an important role and are often overlooked in charter schools. We will address financial, board, student, and other examples for the class to review and comment on.

Ethics and Professionalism

This course will explore the nature of professional codes of ethics, the dual domains of duty and virtue, and the importance of moral neutrality in a plural society.

Understanding RSA 194-B: New Hampshire's Charter School Statute

This course will provide learners with an in-depth understanding of RSA 194-B and how it shapes New Hampshire Public Charter Schools. Real world examples will be provided.

Understanding Special Education in Charter Schools

This course will provide learners with an in-depth understanding of the unique relationship between Charter Schools and LEAs with respect to special education. Real world examples will be provided.

Legal Principles Associated with Governance of a Charter School

This course will provide learners with an in-depth understanding of the law regarding governance of a charitable organization and how that governance intersects with operation of a charter school. Real world examples will be provided.

Employee Benefits on a Budget

This course will provide learners with an in-depth understanding of the different ways to provide low-cost benefits to employees. It will explore allocating benefit dollars in a QSEHRA account to all staff to pay medical bills or purchase a plan independently, coordinate a plan of low-cost health plan options, and how to select a virtual (online only) provider benefit for staff. Benefits are important to employees and staying competitive can be challenging. This course will provide options for charter schools to explore.

RESULTS AHEAD

ResultsAhead exists to help schools and organizations implement bold, simple ideas in support of dramatic improvement. We use a design-sprint approach (i.e. asking a lot of questions and helping quickly promote solutions) to help leaders design and re-design schools to effectively serve students and their families.

Board and Charter Leadership Alignment Training

ResultsAhead will work with individual school's board and leadership teams to develop short and long-term school goals that align and develop strategies to deliver the goals. During this day-long training session, ResultsAhead will facilitate a self-evaluation to be completed by the charter school's board members and key school leaders, lead activities to understand and identify short-term and long-term needs and assist the schools in identifying actionable solutions through discussions and activities. These sessions are capped at 15 participants.

Professional Development for Teachers and Leaders- Adolescent Literacy Series (Reading Comprehension)

The adolescent literacy series focused on reading comprehension will include five, 2-hour training sessions for cross-content teachers and instructional leaders in evidence-based adolescent literacy reading comprehension and engagement strategies. The sessions include discussion, debate, introspection on teacher practice, collaboration, and behavior change. The five sessions are:

- Session 1: Adolescent Literacy Starter Kit- the basics about teens, reading, relationship, and resistance
- Session 2: Directed Notes- annotating with an attitude
- Session 3: Inquiry Circles- building background knowledge, text reference, vocabulary, and comprehension
- Session 4: Crucial and Kind Conversations- holding conversations with students about their reading levels and setting individual reading goals
- Session 5: Creating a Literacy Culture Across Content Areas

Professional Development for Teachers and Leaders- Adolescent Literacy Series (Writing)

The adolescent literacy series focused on writing includes five, 2-hour training sessions for cross-content teachers and instructional leaders in evidence-based adolescent literacy writing and engagement strategies. The sessions include discussion, debate, introspection on teacher practice, collaboration, and behavior change. These sessions can be modified for content specificity, length, number of participants, and are also available as individual trainings.

- Session 1: The Literacy Cliff and Unfinished Literacy for Adolescent Learners
- Session 2: The Magical Powers of the Quick Write
- Session 3: Summarize This!
- Session 4: Learning and Using Vocabulary
- Session 5: Creating a Writing Culture Across Content Areas

Professional Development for School-Based Operations (Ops) Leaders

This training packet is comprised of six, 4-hour skill-specific sessions for school operations personnel. Each session will be based in research, implementation experience, and evidence-based practices shown to dramatically improve operations in charter schools.

- Session 1: Organization and Time Management for School based Ops Professionals

- Session 2: People Management 101- Situational Leadership
- Session 3: People Management 102- Effective Check-Ins for School Based Operations Leaders
- Session 4: Building Productive and Efficient Co-Leader Relationships- The Principal and Ops Manager
- Session 5: Building, Documenting, and Maintaining School Systems
- Session 6: Facility Management and Day One Readiness

School Improvement Coaching

At the request of NHED Office of Charter Schools, ResultsAhead will provide support to schools in need of academic and/or operations improvement. Coaching content and objectives will be tailored to the needs of the specific school and could include leadership/leadership team coaching, academic/instructional support, cross-curricular literacy strategic support, and/or operations support.

SCHOOLWORKS

SchoolWorks is an education consulting company and certified women's business enterprise (WBE) that provides a broad continuum of services to educators, administrators, institutions, and governing bodies in support of K-12 education improvement and reform. SchoolWorks provides actionable improvement support by helping schools, districts, networks, and education agencies identify strengths and weaknesses, develop and implement meaningful and achievable action plans, and monitor ongoing progress. SchoolWorks' consultative supports span five key service areas: Accountability and Authorizer Supports, Quality Reviews, Instructional Supports, Leadership Supports and School Developer Supports.

School Developer Workshop

SchoolWorks will facilitate two, two-hour training workshops that can be held virtually or in-person and will provide a comprehensive introduction to the process of designing a school and applying for a charter in the State of New Hampshire. The sessions will focus on the foundational pillars of mission, vision, and key design elements and provide challenges for participants that support the development of these essential design tenants. A discussion on how to structure the development process and create a working project plan will also be included.

The training will also provide a market landscape overview, an overview of the requirements of the application, and key takeaways from a successful application within the market.

These workshops will be facilitated by two (2) SchoolWorks Application Development Specialists and will feature interactive activities, and in-depth discussion.

Individual School Developer Application Writing Feedback

SchoolWorks will provide direct support to individual development groups at the discretion of NHED. Development teams will submit application drafts to a dedicated SchoolWorks specialist for ongoing formative feedback supplemented by 3-5 coaching phone calls. The SchoolWorks specialist will also provide a full-scale review of the final draft, utilizing the authorizer's evaluation criteria. The final review will include:

- Evaluation of rubric alignment and completeness
- Evaluation of quality and coherence
- Evaluation of alignment of budget and narrative (cross-referencing a supplied budget)

The development team will receive an annotated application draft with detailed feedback for the development team and recommendations for improvement of the document in alignment with evaluation criteria. The development team will also receive a brief summary of elements to focus on during the capacity interview. This work will be conducted remotely.

School Team Support: Creating and Implementing a Needs-Aligned Data-Informed School Improvement Plan

SchoolWorks will lead the school team through a series of structured in-person and virtual action-planning sessions toward the development and implementation of a data-aligned Annual Improvement Plan. The program will include: a Collective Orientation/Data Session (One 3-hour Virtual Session) where schools assess their current state based on a wide range of inputs, including achievement data, retention data, and parent survey data; a Collective Planning Workshop (Two Full-Day In-Person Sessions) where participants will use the data collected and analyzed in the previous session to identify their top priorities; and a Self-Assessment & Collective Plan Implementation Support (One 3-hour Virtual

Session) where schools will do a self-assessment to determine the progress made during implementation and provide support.

Evidence-Based Frameworks for Instructional Improvement: Developing and implementing a Unified Understanding of High-Quality Instruction

To build best practices in this area, SchoolWorks will work with participating school teams to implement an instructional framework that will unify the school team’s understanding of the indicators associated with high-quality instruction. Through a combination of instructional trainings and supports, SchoolWorks helps school teams build the capacity to assess instructional practices in the classroom at scale, identify trends, and tailor teacher professional development to address data-supported deficiencies. This will include a one-day training and certification for administrators; a half-day training for teachers on instructional expectations, measurement tools and elevation of their practices; virtual coaching check-ins (four, 1-hour sessions); and needs-aligned professional development for teachers.

Individual School Leader Coaching

A dedicated SchoolWorks coach meets both in-person and virtually with the school leader to establish accountability for short and long-term benchmarks. Over the course of the engagement (typically a school year), the coach, school leader, and select leadership team members engage in an ongoing collaborative cycle of implementing actions and monitoring progress. Sessions take place both in-person and virtually. All activity is documented in a Coaching Log (typically using a shared Google Doc). In addition, the SchoolWorks coach will host virtual check-ins with the school team to assess progress toward identified benchmarks and discuss/devise solutions to problems of practice.

WEST ED

WestEd, a nonpartisan research, development, and service agency, works with education and other communities to promote excellence, achieve equity, and improve learning for children, youth, and adults. They work collaboratively systemwide to provide a broad range of services- research and evaluation, professional learning, technical assistance, and policy guidance- that are tailored to the needs of their clients. WestEd generates knowledge and applies evidence and expertise to improve policies, systems, and practices.

Operations: Strategic Planning

Conducting a Needs Analysis

This session will provide an overview of the initial steps of conducting a school-level needs analysis to inform the development of a strategic plan. Participants will learn how to assess the needs of their school and their community by identifying stakeholders, defining the scope of their analysis, and developing plans for communicating the results of a needs assessment.

Developing a Strategic Plan

Participants will be poised to implement and monitor a concrete plan of action, understand how to leverage community partners, and utilize data collected from a school-level needs analysis to develop a strategic plan for their individual school that will result in the school meeting short- and long-term goals.

Dealing with Change in a Positive Way

Participants will learn about the importance of strong leadership skills for all charter sector leaders by discussing problems of practice related to real-life challenges faced by leaders in the charter sector. For each scenario, participants will discuss how to lead teams through change, maintain a specific focus, track success, and ensure there is a sustaining impact.

Operations: Board Governance

Orientation to Charter Board governance for New or Potential Trustees

This session or series of sessions, will deepen participants' familiarity with the New Hampshire State charter environment, including topics like the nuances of the charter agreement; board members' fiduciary, fiscal, and ethical obligations; the meeting requirements for public entities that are applicable to charter boards; the essential components of boards' bylaws; conflict resolution strategies; board members' roles and responsibilities; and more. This can also be designed as a refresher for experienced trustees.

Legal Compliance for Board Members

This session will cover the rules that apply to running public organizations, both the external (laws and regulations) and internal (such as bylaws and board policies) to ensure that New Hampshire charter boards are fulfilling their compliance responsibilities.

Knowing What to Ask: Building Board Members' Skills in Analyzing Data to Drive School Performance

This session will utilize scenarios and sample data dashboards to build participants' capacity to discern

positive and negative trends in academic, operational, and/or financial data provided to charter school boards; identify issues early on' and develop robust monitoring questions to understand relevant context and facilitate strong action plans. This session could also be expanded across several trainings to focus more closely on specific areas.

Operations: Student Recruitment and Enrollment

Marketing Strategies for Community Engagement and Student Recruitment

A critical step for prospective schools is to become familiar with New Hampshire's public-school landscape. In this session, leaders will learn how to determine where district and charter schools are operating in New Hampshire and how they are performing, trends in enrollment, and models offered. This workshop will also build schools' capacity and develop a parent and community engagement strategy, including student and family recruitment opportunities and practices, and developing community partnerships.

School Development: New School Start-Up

Coaching and Support for New Schools During Start-Up

Starting a new public charter school requires a great deal of forethought and hard work before doors open on day one. Going from plan to execution can be a daunting task even for the most capable leaders and teams. Charter schools getting off the ground are unique in model, population, and more. This results in a differentiated set of challenges and priorities, and the coaching process will be flexible to reflect this. Support can be leadership development, training, accountability meetings, and/or progress monitoring.

School Development: Curriculum Development and Design

Aligning Your Curriculum to State Standards

Leaders will learn key elements of a process for aligning assessment, instruction, and standards. Participants will become familiar with tools that help them examine instructional materials and assessments with an eye to standards alignment across grade levels.

School Development: Support Student Populations

SpEd 101: Special Education Basics

This session will provide a basic overview of the state and federal legal requirements for serving students with disabilities in charter schools, including child find, developing IEPs, and serving students in the least restrictive environment (LRE). The session will highlight some best practices and examples of charter schools serving students with a variety of disability types.

SpEd 201: Creating a Multi-Tiered System (MTSS) of Support

This session will share how to create and build a sustainable MTSS framework to ensure a school meets the unique needs of all students. It will share key strategies for effective implementation. Finally, it will offer an example of an MTSS program in action.

EL 101: English Learner (EL) Basics for New School Leaders

This session will review the legal context related to the education of ELs. It will provide a brief overview of the core responsibilities of local education agencies (LEAs), schools, and teachers related to educating EL students. The session will offer evidence-based best practices for educating EL students and will feature a New Hampshire school that is serving English learners effectively.

EL 201: Selecting the Right Instructional Program for Your Students

This session will review the legal requirements for EL instructional programs in New Hampshire. It will share a set of questions to consider and a process to follow in selecting EL instructional programs. Finally, it will share some examples of EL instructional programs in charter schools in New Hampshire.

Finance

Understanding Key Financial Metrics

This session will provide an introduction and exploration of key financial metrics that are used to determine the fiscal health of a charter school. The set of key metrics to be discussed will be associated with state and authorizer policy, independent audits, and national best practices. Content will be delivered and discussed in a manner to ensure relevancy based on participants' familiarity with finance and their role at the school. Participants will leave this session with a guide to key metrics and how the metrics can be used to drive sound fiscal practice.

Planning for financial Sustainability

More charter schools close for reasons related to finance than for any other. Proper stewardship of public funds is exercised through essential financial literacy, budgeting, monitoring, and risk management. This session will cover the importance of planning for financial sustainability and provide the necessary and practical means by which participants, through their role in the school, can integrate sound financial practices. Additionally, this session will support the integration of finance into the school's strategic plan and long-term vision. The session will differentiate the content to ensure it is appropriate and relevant based on participants' responsibility at the school. The session will cover essential principles of financial planning and the timelines and tools used annually to measure the near-term fiscal health and long-term sustainability of a charter school.