

# Operating a Charter School in Clark County

## Frequently Asked Questions

March 2017

This document is intended to address the nuts and bolts of charter school authorization and operation in Clark County, Nevada. The tables that follow cover 12 topics:

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These answers represent the most accurate and detailed responses available at publication. In some instances, the technical aspects are still evolving. As such details become available, this document will be updated. The next update of this document is planned for the conclusion of the 2017 Nevada State Legislative Session.

If you have a question that is not addressed below, please send your inquiry to [info@opportunity180.org](mailto:info@opportunity180.org).



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## A. Overview of Clark County Schools

### A1. How many public school students reside in Clark County?

Approximately 360,000 Clark County residents attended a public district- or charter-run school in 2015-16.<sup>1</sup>

### A2. What is the breakdown of district students versus charter students?

In 2015–16, 21 charter operators enrolled 25,600 students—about 7 percent of all Clark County public school students. 359 Clark County School District schools served the remaining 334,000 students (93 percent).

### A3. Who attends Clark County schools?

Across all public schools located in Clark County in 2015–16, 29 percent of students were white, 43 percent were Hispanic, and 13 percent were black. More than half of all students (53%) qualified for free or reduced-price lunch (FRL), 18 percent were English language learners (ELL), and 11 percent were students with disabilities who had an individualized education plan (IEP).

Enrollment within district-operated schools largely mirrored countywide trends, but charter schools overall enrolled higher percentages of white students and black students and lower percentages of Hispanic, FRL, and ELL students and students with an IEP.

	White	Hispanic	Black	FRL*	ELL	IEP
<b>All Public Schools in Clark County</b>	29%	43%	13%	53%	18%	11%
<b>All District Schools</b>	28%	45%	13%	55%	19%	12%
<b>All Charter Schools</b>	45%	25%	15%	27%	7%	8%

Source: Public Impact analysis of 2015–16 demographic data retrieved from <http://nevadareportcard.com/di/>

\*FRL data unavailable some schools serving high percentages of low-income students because they are CEP or Provision 2 schools and officials do not have to track who eats lunch.

### A4. Do all charter schools fit the profile above?

No, student enrollment looks very different in schools authorized by the Clark County School District (CCSD) compared with schools that the Nevada State Public Charter School Authority (SPCSA) authorizes. Based on 2015–16 enrollment data, the student demographics of CCSD-authorized charters look similar to CCSD district schools (though CCSD schools enrolled lower percentage of Hispanic students and higher percentages of Black students), while students enrolled in SPCSA-authorized charters enroll far higher percentages of white students and far lower percentages of poor, minority, ELL, and students with IEPs.

	White	Hispanic	Black	FRL*	ELL	IEP
<b>CCSD district schools</b>	28%	45%	13%	55%	19%	12%
<b>CCSD authorized charter schools</b>	24%	33%	32%	59%	10%	11%
<b>SPCSA authorized charter schools</b>	51%	23%	9%	17%	7%	8%

Source: Public Impact analysis of 2015–16 demographic data retrieved from <http://nevadareportcard.com/di/>

\*FRL data unavailable some schools serving high percentages of low-income students because they are CEP or Provision 2 schools and officials do not have to track who eats lunch.

Most of the charter schools that the Nevada Achievement School District (NV ASD) will sponsor beginning in 2017–18 will be conversion charters, in which new operators continue to serve the existing student population. CCSD schools that are eligible for inclusion in the NV ASD as of 2015-16 enroll higher percentages of Hispanic, black, FRL, ELL, and IEP students and lower percentages of white students than all CCSD schools on average.

	<i>White</i>	<i>Hispanic</i>	<i>Black</i>	<i>FRL*</i>	<i>ELL</i>	<i>IEP</i>
<b><i>NV ASD-eligible schools in CCSD</i></b>	5%	69%	20%	57%	35%	13%

Source: Nevada Department of Education analysis of 2015–16 demographic data retrieved from <http://nevadareportcard.com/di/>

\* Note: FRL data unavailable for half of eligible schools because they are CEP or Provision 2 schools and officials do not have to track who eats lunch.

The NV ASD intends for any non-conversion schools to serve students that closely mirror CCSD student demographics and provide direct relief to underperforming, overcrowded school zones.

## B. Student Performance

### **B1. What state tests does Nevada administer?**

In 2014-15, Nevada moved to the Smarter Balanced assessments for reading and math in grades 3–8 and for science in grades 5 and 8.

Beginning in 2017-18, the State of Nevada will use the NWEA MAP Assessment to monitor progress of Kindergarten through second grade students in accordance with the State’s Read by Three (3) initiative.

Students enrolled in Level I and II English and math courses must take end-of-course exams. High school students must also take a high school science exam in 10<sup>th</sup> grade and the ACT in 11<sup>th</sup> grade.

Additionally, special populations may take different or additional tests, including:

Students with an IEP

ELL students

Students attending career and technical high schools

### **B2. How does the state accountability system work?**

From 2011-12 through 2013-14, the Nevada Department of Education implemented the Nevada School Performance Framework (NSPF) to rate schools with one to five stars, with five stars denoting the highest-performing schools. For elementary and middle schools, the rating was based on student growth, student achievement, reductions in achievement gaps, and attendance. High school ratings did not include attendance but did include graduation rates and measures of college and career readiness.<sup>2</sup>

The Nevada Department of Education paused the NSPF when it transitioned to a new state exam in 2014-15, and under the Elementary and Secondary Education Act (ESSA), states are not required to post school ratings until the fall of 2018. NV DOE is developing a new school rating report, but that system has not been finalized. For more on the NSPF, including links to the most recent school rating report prototype, see the [NSPF website](#).

### **B3. Does the state have an alternative framework for schools targeting hard-to-serve students?**

The state launched its alternative framework in 2016. It is intended to collect and report data for schools whose mission is to educate certain hard-to-serve student populations, including students who:

Have been expelled or suspended from a public school

Have been deemed a habitual disciplinary problem

Are academically disadvantaged (those who have been retained in the same grade two or more times or have too few credits to graduate on time)

Have been adjudicated delinquent

Have been adjudicated in need of supervision (habitually truant from school, undisciplined, or a runaway)

Have an individualized education program.<sup>3</sup>

At least 75 percent of a school’s student population must consist of students in these categories for the school to qualify for the alternative performance framework. Generally, the Nevada Alternative Performance Framework (APF) will apply to schools that fall into one of four categories:

Schools offering credit recovery programs

Schools offering behavioral/continuation programs  
Juvenile detention facilities serving adjudicated youth  
Special education schools serving students with multiple and severe cognitive disabilities.<sup>4</sup>

In 2016, 18 of 22 schools that applied to be rated using the APF were deemed eligible. The state plans to fully operationalize the APF over four-years beginning in the 2016-17 school year.

**B4. Will NV ASD schools immediately receive an NSPF rating?**

NV ASD schools will be required to participate in the statewide accountability system and will receive ratings for each year of operation.

**B5. What are the graduation requirements?**

Beginning with the class of 2019, students must fulfill three graduation requirements to earn a standard diploma. They must:

Earn a minimum of 22.5 credits, including:

4 credits in English

3 credits in math

2 credits each in science and physical education

1 credit each in U.S. history, U.S. government and world history or geography

0.5 credits each in health education and computer

7.5 credits from electives

Pass four end-of-course assessments (two in English and two in math)<sup>5</sup>, and

Take a college and career readiness assessment (the ACT)<sup>6</sup>

**B6. Are there different types of diplomas?**

The state offers both a standard diploma (described above) and an advanced diploma.

To earn an **advanced diploma**, students must:

Meet the requirements of a standard diploma, *and*

Earn an additional 1.5 credits over the standard diploma, including:

an additional credit in math and science

a credit in arts/humanities or career and technical education

1.5 fewer credits from electives

Achieve an unweighted grade point average (GPA) of 3.25 or better

State law also permits districts and charter schools to offer other advanced diplomas.

Clark County students can earn an **advanced honors diploma** if they

Meet the requirements of an advanced diploma, *and*

Achieve an unweighted GPA of 3.25 or better OR a weighted GPA of 3.85 or better having completed the Honors, International Baccalaureate, or Advanced Placement courses required of the Honors Course Program

In addition, as of this writing, the Assembly is considering a bill that would allow special education students who master the content of their high school courses a pathway to receive a diploma without passing the High School Proficiency Exam.<sup>7</sup>

**B7. How well are Clark County students performing?**

Not particularly well. About 48 percent of test-takers across all public schools in Clark County were proficient in reading on the state exam in 2015–16, and 33 percent were proficient in math.<sup>8</sup> The graduation rate across CCSD-run and authorized schools was 75 percent in 2015-16.<sup>9</sup> Moreover, as a state, Nevada ranked no better than 43<sup>rd</sup> (and as poorly as 47<sup>th</sup>) on the 2015 National Assessment of Educational Progress (NAEP), which includes tests in math and reading in 4<sup>th</sup> and 8<sup>th</sup> grades.<sup>10</sup> In addition, Nevada ranked last in *Education Week's* annual assessment of state education metrics, including its “Chance-for-Success Index” in 2015, which scores states on 13 indicators that span a person’s life, including family income, preschool enrollment, high school graduation, and adult educational attainment.<sup>11</sup>

**B8. Are charter schools doing any better?**

Not really. According to the CREDO Institute’s most recent Urban Charter School study, which draws on performance data from 2006–07 through 2011–12, students attending Las Vegas charter schools performed worse than their counterparts in traditional district schools in both math and reading.<sup>12</sup>

More recent state data paints a rosier picture, and Clark County has a number of high-performing charters. Generally speaking, however, performance is strongly correlated with student demographics regardless of school operator. Charters serving large concentrations of poor or minority students trail countywide averages, while charters serving more advantaged populations are outperforming countywide averages.

## C. Authorizing

### C1. Who can authorize a new charter school in Clark County?

Four entities have the authority to sponsor (or authorize) new charter schools:<sup>13</sup>

- [State Public Charter School Authority](#) (SPCSA)—a statewide authorizer
- [Clark County School District](#) (CCSD)—the traditional local education agency for Clark County
- [Nevada Achievement School District](#) (NV ASD)—a statewide school district aimed at turning around low-performing schools and providing high-quality public choices to serve underserved communities
- Colleges and universities within the Nevada System of Higher Education—to date, however, no such institutions have become a charter authorizer.

CCSD has had a moratorium on new charter schools since 2007. Thus, only the SPCSA and NV ASD will be sponsoring new charter schools in the foreseeable future. The rest of this FAQ therefore focuses on these two authorizers only.

### C2. Are there any notable differences between the authorizers?

Generally, laws governing charter school authorization are the same for the NV ASD and the SPCSA. However, several differences have implications for the schools they authorize:

	<b>NV ASD</b>	<b>SPCSA</b>
<b>Traditional School Conversions</b>	NV ASD charters <b>MAY CONVERT</b> chronically low-performing district schools.	SPCSA charters <b>MAY NOT CONVERT</b> district schools.
<b>Access to Facilities</b>	NV ASD conversion charter schools <b>RECEIVE FREE ACCESS</b> to the district school facility. (New-start NV ASD schools must secure their own facility.) The operator is responsible for maintenance costs up to \$15,000. <sup>14</sup> (For more, see <a href="#">“Facilities” section on page 24.</a> )	SPCSA charters <b>DO NOT HAVE ACCESS</b> to district facilities.
<b>Enrollment Process</b>	<ul style="list-style-type: none"> <li>• NV ASD conversions must offer <b>STUDENTS ATTENDING OR ZONED TO THE SCHOOL</b> the opportunity to enroll before opening seats to other students.</li> <li>• Any new-start charters will prioritize enrollment for students currently zoned to attend schools on the state’s underperforming schools list before enrolling other students in accordance with the State’s defined preferences.</li> </ul>	SPCSA charters are all <b>OPEN ENROLLMENT</b> .

	(For more, see <a href="#">“Enrollment” section on page 17.</a> )	
<b>LEA Status</b>	All NV ASD charter schools will be their <b>OWN LEA</b> . (ASD schools operated by the same operator may be deemed one LEA if the operator so chooses. <sup>15</sup> )	<b>SPCSA IS THE LEA</b> for the charters it authorizes.
<b>Who Can Apply</b>	<ul style="list-style-type: none"> <li>• Educational management organizations<sup>16</sup></li> <li>• Charter management organizations</li> <li>• Other qualified educators or organizations</li> </ul>	<ul style="list-style-type: none"> <li>• A charter management organization<sup>17</sup></li> <li>• A committee to form a charter school,<sup>18</sup> including those intending to contract with an educational management organization<sup>19</sup></li> </ul>
<b>The Governing Board <u>MUST</u> Include the Following Unless a Waiver is Granted:</b>	<p>Two members of the community</p> <ul style="list-style-type: none"> <li>• (For more, see <a href="#">“Governance” section on page 11.</a>)</li> </ul>	<ul style="list-style-type: none"> <li>• Two current or retired educators licensed by Nevada; or one current or retired educator licensed by Nevada and a current or retired administrator with a valid license</li> <li>• A parent or guardian of a student enrolled in the school who is not a teacher or administrator at the school</li> <li>• Two members with experience in accounting, financial services, law, or human services</li> </ul>
<b>C3. Are there any limitations on the number of charter schools that may be authorized in Clark County?</b>		
The NV ASD may only authorize six schools per year across the state. Otherwise, Nevada does not cap the number of charter schools operating anywhere in the state.		
<b>C4. What authorizer fees must charter schools pay?</b>		
Charter school authorizers may collect up to 2 percent of the total amount of money apportioned to the school. In 2014–15, the SPCSA charged charter schools 1.5 percent. <sup>20</sup> The NV ASD will assess a 2% fee on enrollment after the first 50 students.		

## D. Opening a Charter

### **D1. What are authorizers looking for in a strong charter application?**

Strong charter applications to the SPCSA include:

- A strong founding team with the capacity to transparently and accountably govern
- A school leader with an exemplary track record of academic and operating results
- A promising or proven school model
- A strong school financial model
- Transparent and appropriate relationship(s) with identified service providers<sup>21</sup>

The NV ASD is primarily interested in high-quality charter operators that could potentially expand in Nevada OR local educators with proven experience driving student achievement and deep connections with the community to turn around low-performing schools or serve underserved communities. Key considerations include:<sup>22</sup>

- An applicant's past performance and track record for success, particularly with at-risk students and student populations that mirror those in Nevada (for new operators, the NV ASD will consider the applicant's vision and alignment with research-based practices targeting at-risk students<sup>23</sup>)
- An applicant's capacity for growth
- Demonstration of financial stability
- Plans for the conversion process (e.g., whole conversion or phase-in)
- Demonstrated community support and ongoing plans for engaging communities and partnering with families impacted by the opening of an NV ASD charter school
- Compliance with principles and standards for charter operators promulgated by the National Alliance for Charter School Authorizers

### **D2. When are charter applications due?**

The SPCSA accepts applications biannually in the winter and summer.

The NV ASD will accept applications on a rolling basis. The application deadline for the 2018-19 school year is July 31, 2017. Letters of Intent are due by May 15, 2017.

Applications may be approved, approved with conditions, or denied. Operators whose applications are approved with conditions must address all conditional items and any areas of concern.<sup>24</sup> Once approved, NV ASD-approved operators may apply to run one or more specific schools the NV ASD has identified for conversion.<sup>25</sup>

### **D3. May charter operators open multiple grades at once (e.g., K-1 for a new elementary school)?**

Yes.

### **D4. May charter operators operate multiple schools under one application?**

Yes.

***D5. May charter operators defer launching a school after authorization?***

Yes.

***D6. What criteria must a charter operator meet to open additional schools?***

An **SPCSA**-sponsored charter operator may request an amendment of its charter to expand after the first year of operation of its first school.<sup>26</sup> The SPCSA will consider the existing school's academic, governance, and fiscal health in deciding.

In the **NV ASD**, operators may be approved as a multi-site operator, but specific expansion requests to operate additional schools will not be approved unless the schools that the charter operator already runs meet specific criteria for student achievement and school performance as determined by the state education agency.<sup>27</sup>

## E. Governance

### **E1. Are operators required to have a local board?**

An operator is required to include members of the local community on its board.

SPCSA charter school governing boards must include:<sup>28</sup>

- Two current or retired educators licensed by Nevada; or one current or retired educator licensed by Nevada and a current or retired administrator with a valid license
- A parent or guardian of a student enrolled in the school who is not a teacher or administrator at the school
- Two members with experience in accounting, financial services, law, or human services

The board may also include an unlimited number of parents and representatives of nonprofit organizations and businesses, except that no more than two may represent the same organization or business. In addition, a majority of members must live in Nevada, and they may not be convicted felons.<sup>29</sup>

The NV ASD statute specifies for a governing board that:

- At least two members reside in the community where the charter school is located
- Employees of the charter school organization may not be voting members of the charter school board
- Board members may not be convicted felons

Hence, NV ASD operators may use their national boards, but two board members must be “on-the-ground.” The NV ASD will require that operators identify these on-the-ground members by the end of their first year of operation.<sup>30</sup>

### **E2. May operators receive a waiver from the board requirements described above?**

The SPCSA can grant waivers of these membership requirements for a compelling reason. If approved, the waiver may provide for multiple governing bodies with decision-making authority over governance issues, but the majority of members of each body must reside in Nevada.<sup>31</sup> The NV ASD may consider a waiver for out-of-state operators.

### **E3. May a single governing body oversee multiple charter schools?**

Yes.<sup>32</sup>

### **E4. May charter school governing boards hold multiple charter contracts?**

Yes, both SPCSA-authorized and NV ASD-authorized charter school boards may hold multiple charter contracts. If this is the case for an NV ASD-authorized charter school board, however, each school will be its own LEA and exist as a completely separate entity.

### **E5. May charter school governing boards operate more than one school under a single charter contract?**

Yes.

**E6. Are any local organizations working to recruit and/or train board members for CMOs?**

Not at this time.

## F. Accountability & Renewal

### **F1. How long is a charter contract term?**

Six years.

### **F2. May a charter contract be terminated before the contract term expires?**

Yes, a contract may be terminated at any time for persistently poor academic performance, financial mismanagement, negligence, criminal activity, or other wrongdoing.<sup>33</sup>

The NV ASD will conduct performance and operational reviews on its full portfolio annually. The NV ASD also intends to conduct a formal review its charter schools during the fourth year of operation.

### **F3. Are there any automatic triggers for school closure?**

Yes. All authorizers, with the exception of the NV ASD, must terminate the charter contract for any school that receives the state's lowest rating on the state performance framework for three of the previous five years.<sup>34</sup>

### **F4. What else do authorizers consider when they evaluate school performance for renewal?**

The SPCSA considers the performance indicators, measures, and metrics related to academics, finances, and organization as established in the charter contract.<sup>35</sup>

The NV ASD will review school performance each year and evaluate student achievement and school performance during an NV ASD school's sixth year (in addition to the fourth year as noted above in F2). If the achievement charter school has made adequate improvement as determined through a performance contract established between the NV ASD and the charter school operator, the school may return to its home district as a traditional district school, continue as a charter school but under a new authorizer, or remain in the NV ASD, depending on what the governing body of the charter school chooses. NV ASD charter schools that do not make adequate improvement may continue in the NV ASD under management of a new operator.<sup>36</sup>

## G. Autonomies

<p><b>G1. Are charter schools free from all district policies and regulations except those required by state or federal law?</b></p> <p>Yes.<sup>37</sup></p>	G. Autonomies
<p><b>G2. Can charter schools implement any curricular program as long as it aligns with state standards?</b></p> <p>Yes.<sup>38</sup></p>	
<p><b>G3. Can school leaders hire and release staff as needed?</b></p> <p>Yes. The governing bodies of SPCSA charter schools may make all employment-related decisions<sup>39</sup> subject to certain certification requirements (described below under <a href="#">“Staffing” on page 15</a>). Within the NV ASD, principals make all hiring and firing decisions related staff.</p>	
<p><b>G4. Can school leaders set staff compensation?</b></p> <p>Yes—as noted above, the governing body or the principal of a charter school may make all employment-related decisions.</p>	
<p><b>G5. Can the charter school have its own independent board of directors and nonprofit, 501(c)(3) corporation?</b></p> <p>Yes.<sup>40</sup></p>	
<p><b>G6. Do charter schools have the freedom to enact a longer school day, school week, and school year?</b></p> <p>Yes.</p>	
<p><b>G7. Are charter schools required to use any particular district vendors (e.g., maintenance, food service, transportation)?</b></p> <p>No.</p>	

## H. Staffing

### **H1. Are charter schools bound by school district collective bargaining agreements?**

No. However, charter school employees on leave of absence from a school district (available for up to three years for charter schools and six years for NV ASD charter schools) are covered by the collective bargaining agreement if the school's charter is terminated or revoked.<sup>41</sup>

### **H2. Must charter teachers meet any certification requirements?**

Yes, at least 70 percent of teachers providing instruction at a charter school must be "highly qualified." This is currently defined as a teacher employed by the school who meets state certification and licensure requirements.<sup>42</sup> However, NV ASD charter schools may submit waivers for exemptions from the state's certification requirements for teachers, except for a program supported with Title I funds.<sup>43</sup>

### **H3. Does Nevada offer teacher certification reciprocity?**

Yes, Nevada provides for reciprocal licensure of educators from all other states, though not all types of licenses are eligible for reciprocity. The [Nevada Department of Education guidelines on reciprocity](#) contain specifications for each state.

### **H4. Does Clark County have any alternative certification programs?**

CCSD and the University of Nevada, Las Vegas (UNLV) provide alternative certification programs. Charter schools may also apply to the state's Commission on Professional Standards to manage their own alternative certification programs.<sup>44</sup>

### **H5. Must charter administrators meet any certification requirements?**

Nevada charter law requires that charter school administrators possess:

- A valid state teacher's license
- A master's degree in school administration, public administration, or business administration; or have at least 5 years of experience in school administration, public administration, or business administration and a baccalaureate degree<sup>45</sup>

However, NV ASD charter schools may submit waivers for exemptions from the state's certification requirements for administrators, except for a program supported with Title I funds.<sup>46</sup>

### **H6. Are there any other requirements related to staffing that charter operators should know?**

Principals leading NV ASD conversion charter schools are required to review each person employed by the school to determine whether to offer the employee a position in the converted school based on the needs of the school and the ability of the employee to effectively meet those needs.<sup>47</sup>

## **H7. What talent pipelines exist in Clark County?**

### *Teacher pipelines include:*

- **Teach for America Las Vegas Valley** and **TNTP's Nevada Teaching Corp** both recruit, train, and help to place new teachers to teach in Clark County schools. They are also each slated to increase their ranks by 100 new teachers thanks to a new \$10 million state fund.<sup>48</sup>
- The **Teach Nevada Scholarship** program funds students pursuing teaching degrees or alternative licensure at state colleges or universities, and boosts base pay by up to \$5,000 for new teachers who teach at a Title I school or a school that received one of the two lowest ratings for school performance for the 2014-15 school year under the state's school performance framework.<sup>49</sup>

### *Administrator pipelines include:*

- The **Public Education Foundation** offers a 12- to 15-month Executive Leadership Academy designed to provide an intensive education executive leadership experience that draws from the education, business, and public policy fields, and incorporates classroom, applied learning, and mentoring components.<sup>50</sup>
- In spring 2015, **University of Nevada, Las Vegas** re-launched an educational leadership master's program through its Greenspun College of Urban Affairs to train future principals to be successful in urban schools and communities.<sup>51</sup>
- **Building Excellent Schools** will graduate one aspiring charter school leader and is working with two new potential charter school leaders.
- Accelerate Institute, a national leadership development organization, will expand its Ryan Fellowship to southern Nevada in 2017. The fellowship is a three-year principal training program that prepares aspiring school leaders for placement in start-up charter or autonomous schools in urban communities.<sup>52</sup>
- In spring 2017, **University of Nevada, Reno's** College of Education, in partnership with Washoe County School District (WCSD), will launch Nevada Leads, its redesigned M.Ed. program in which experienced WCSD principals will mentor current school teachers aspiring to become school leaders.<sup>53</sup>

## I. Student Enrollment

### **11. What student enrollment preferences are permitted?**

The answer to this question varies by authorizer and the type of charter school.

- **NV ASD conversion charters.** The law is clear that students currently attending an NV ASD school that undergoes a charter conversion may be enrolled in that charter unless they opt out. Once all returning students are enrolled, students who live within the conversion school's enrollment boundaries receive priority. The school may fill any remaining seats using an open lottery subject to the same order of priority described below for SPCSA charters, and may include a lottery preference of students assigned to other schools identified as underperforming and who meet 185% of the federal poverty qualifications.<sup>54</sup>
- **NV ASD new-start charters.** The NV ASD will require that new-start charter schools enroll students who are currently zoned to a school included on the state's underperforming schools list before enrolling other students. The school may fill any remaining seats using an open lottery subject to the same order of priority described below for SPCSA charters. They may also include a lottery preference for students who meet 185% of the federal poverty qualifications.<sup>55</sup>
- **SPCSA charters** may give preference to the following students in a lottery if the school is over-subscribed:<sup>56</sup>
  - Siblings of current students
  - Students who were enrolled in the school's pre-K program
  - Children of employees, members of the committee to form the school, or members of the governing board
  - At-risk students, if the school targets this population
  - Students who reside close to a school if it is located in an at-risk area
  - Students connected to the military for a charter school located on a military installation<sup>57</sup>
  - Students attending overcrowded schools within two miles of the charter school<sup>58</sup>
  - Students attending schools that received one of the two lowest ratings possible under the state's school performance framework, if their district school is also located within two miles of the charter school<sup>59</sup>

### **12. What are schools spending on student recruitment?**

In their FY 2015 budgets, charter operators allocated an average of **\$23,144** on marketing services and advertising, though four allocated nothing at all, and six others allocated less than \$10,000.<sup>60</sup>

### **13. What resources are available to help families choose a school?**

Previously, the state applied its performance framework to rate schools on a scale of one to five stars and published those school ratings, but that process has been suspended until September 2017. In addition, the Nevada Charter Schools Association publishes a [directory of charter schools](#)<sup>61</sup> and a [charter school guide](#)<sup>62</sup> with information on charter schools. Many parents also turn to [Greatschools.net](#) for information related to student performance, demographics, extracurricular activities, and parent reviews.

## J. Funding

### **J1. How much per-pupil funding do Clark County charter schools typically receive?**

The amount of per-pupil funding charter schools receive varies according to the types of students it enrolls (specifically, the percentage of FRL, ELL, and special education students). Per-pupil funding for brick-and-mortar charters in Clark County averaged \$6,895 in 2013–14, with values ranging from about \$6,600 to about \$7,500 per pupil.<sup>63</sup>

However, these figures exclude an additional \$346 million the state invested outside of the state funding formula for the 2015–17 biennium, mainly to support new application-based programs (such as full-day kindergarten, Victory Schools, Zoom Schools). For more on these programs, see J5, below.

### **J2. What is included in these figures?**

These figures include:

- State funding via:
  - The state funding formula (\$6,549 per pupil)
  - Categorical funds (~ \$5 per pupil)
  - Special education funding (~\$100 per pupil)
- Federal funding via:
  - Categorical (Title) funding (~ \$300 per pupil)
  - Special education (IDEA) funding (~\$40 per pupil)

In addition, NV ASD charters that serve as a neighborhood school will receive local funds.

### **J3. How is special education funded?**

In 2016–17, Nevada began using a weighted student formula to fund special education students. The funding formula initially includes a 0.51 student add-on for each special education student (on top of the 1.0).<sup>64</sup> The add-on will be for all students with disabilities and will not differentiate for levels of need. The state plans to increase the add-on incrementally until it reaches 2.0 by 2020. Legislators dedicated an additional \$54.5 million for special education for the 2015–2017 biennium.<sup>65</sup>

In addition, as of the 2016-17 school year, the state has a \$5 million contingency account for special education services to reimburse schools for extraordinary expenses related to special education.<sup>66</sup>

### **J4. Does the state provide weighted funding for any other student groups?**

Not currently, but by 2022, the state plans to provide additional funding for ELL students, at-risk students (defined as eligible for free or reduced-price lunch, or an alternative measure prescribed by the State Board of Education), and gifted and talented students using a weighted student formula.<sup>67</sup> The weights have not yet been determined, however.

In the interim, the Legislature has allocated additional categorical funds for programs serving these students. Charters are eligible to apply for additional funding via the following programs:

State fund	Program purpose and targeted student population	Program requirements
Zoom school funding <sup>68</sup>	Provides \$50 million in 2016–17 for schools with high concentrations of ELL students	<p>Elementary schools required to provide:</p> <ol style="list-style-type: none"> <li>1. Free pre-K</li> <li>2. Full-day kindergarten</li> <li>3. Reading skill centers</li> <li>4. (For year-round schools) summer or intersession academies and transportation</li> <li>5. Professional development for teachers regarding effective ELL instructional practices</li> <li>6. Recruitment and retention incentives for ELL teachers and licensed instructors; and</li> <li>7. Increased effective and culturally appropriate engagement with ELL parents and families</li> </ol> <p>Middle and high schools required to provide one or more of numbers 5 through 7 above and:</p> <ol style="list-style-type: none"> <li>1. Reduced class sizes for ELLs</li> <li>2. Data-driven direct instructional interventions for ELLs</li> <li>3. Extended school day</li> <li>4. Other evidence-based programs and services approved by the state education department that are designed to meet the specific needs of ELLs</li> </ol> <p>In 2015–16, 26 Clark County schools received Zoom funding at an average of \$1,854 per pupil. For more on the program, see <a href="#">here</a>.</p>
Victory School funding <sup>69</sup>	Provides \$25 million in 2016–17 for eligible underperforming schools serving students in households with incomes below the federally designated poverty level to improve their performance	<p>Schools must submit comprehensive plans for meeting the educational needs of low-income students. NV ASD charter schools that turn around persistently struggling schools may be eligible for an additional \$1,137.45 per pupil.<sup>70</sup></p> <p>For more on the program, see <a href="#">here</a>.</p>
Gifted and Talented Education (GATE)	Provides an additional \$10 million over the biennium for students identified as gifted and talented	Students must be identified as gifted and talented via a state-approved assessment or process. The state will use this pilot program to determine a future weight for these students within the funding formula. <sup>71</sup>

<b>Read By Three funding<sup>72</sup></b>	Provides \$22.3 million in 2016–17 to support implementation of plans to improve K–3 literacy <sup>73</sup>	School must submit plans providing for the early identification and intervention of students with reading deficiencies and the designation of a licensed teacher to serve as a learning strategist to train and assist teachers in providing intensive instruction to these students.  For more on the program, see <a href="#">here</a> .
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**J5. What additional public sources of revenue might a charter be able to obtain?**

The Legislature created or expanded several other grant programs for the 2015–17 biennium as well, including:<sup>74</sup>

- **Great Teaching and Leading Fund.** The Legislature allocated approximately \$10 million over the biennium to incentivize professional development and improvements to the educator pipeline.<sup>75</sup>
- **Nevada Ready 21 Technology Grants.** Each year the state will allocate \$23.2 million to build whole-school capacity for instructional technology.<sup>76</sup>
- **College and Career Readiness Grants.** A competitive grant process aimed at increasing college- and career-readiness to include participation and success in Advanced Placement courses, and expanding dual-enrollment programs for high school students simultaneously enrolled in college courses.<sup>77</sup>
- **Jobs for America’s Graduates (JAG).** The Legislature approved increases in funding for JAG, a drop-out prevention and career readiness program, for FY 2016 and FY 2017.<sup>78</sup>
- **Advanced Placement.** The Legislature allocated \$1.2 million over the biennium to expand student participation in Advanced Placement courses.<sup>79</sup>
- **Social Worker Grants.** This grant program allocates \$5.6 million in FY 2016 and \$11.2 million in FY 2017 to provide schools a social worker or other licensed mental health worker.<sup>80</sup>
- **Harbormaster funding.** Nevada passed legislation in 2015 to fund a nonprofit organization to recruit and develop school leaders to open high-quality charter schools for students in poverty and to recruit CMOs with proven success serving low-income students to expand in Nevada. This so-called “harbormaster” legislation allocates \$5 million annually to the nonprofit for each year of the biennium and requires the nonprofit to match the public funds. In April 2016, the state contracted with Opportunity 180 to be the state harbormaster.

In addition, Nevada has three sources of federal funding:

- **21<sup>st</sup> Century Community Learning Centers funding.** The Every Student Succeeds Act (ESSA) maintains federal funding for public schools and other public and private organizations to establish or expand community-learning centers located in schools or other accessible facilities, that provide out-of-

school enrichment programs for students who attend low-performing schools.<sup>81</sup>

- **Charter School Program grant.** In 2015, Nevada began receiving \$16.5 million from a three-year federal Charter Schools Program grant.<sup>82</sup> The state is using the award to: increase the number of high-quality charter schools, especially those serving students at the greatest risk of failing to meet state academic standards; improve student achievement in Nevada charter schools; promote the dissemination of best practices; and strengthen the overall quality of charter authorizing across the state.<sup>83</sup>
- **School Improvement Grant (SIG).** If a school brought into the NV ASD portfolio has SIG funding, the money will stay with the school for the full term of the SIG allocation. These funds will sunset in 2018.

***J6. What private funding may be available?***

Opportunity 180 has limited funds available to support planning and Year 0 grants for approved schools.

***J7. Is there state funding for full-day kindergarten?***

Beginning in 2017, \$50 million in state funding will be available to expand full-day kindergarten to all schools.<sup>84</sup> However, full-day kindergarten is optional; schools are not required to offer kindergarten and students are not required to attend. For more on full day kindergarten, see [here](#).

***J8. Is there state funding for pre-K?***

No, the state does not fund pre-K at this time. However, pre-K funding is available through the United Way and SPCSA via the Nevada Ready! Pre-K grant . Pre-K centers located within the boundaries of 12 Las Vegas zip codes—including centers located in charter schools—and serving 4-year-olds residing in households earning no more than 200 percent of the federal poverty level are eligible to receive these funds. Pre-K teachers must have a four-year bachelor’s degree in early education or education for centers to qualify. By FY 2018, the state anticipates creating 900 new pre-K seats in Clark County, and expanding 560 seats to full time.<sup>85</sup>

***J9. Are there any variations in dollars we should know about?***

No, dollars do not vary by town or grade.

***J10. What can charters reasonably assume in terms of inflation?***

Statewide, K–12 revenue per pupil—including revenue from the General Fund and revenue earmarked for special education, and state and federal categorical grants—has increased by **approximately 8 percent** from FY 2013 to proposed FY 2016, for an **average of 2.65 percent each year**.<sup>86</sup>

***J11. What is the payment schedule? (monthly, quarterly)?***

Both SPCSA and NV ASD charters receive quarterly payments<sup>87</sup> with two exceptions: 1) If a NV ASD school is to receive more than \$500,000 per quarter, the state will make equal monthly payments throughout the quarter;<sup>88</sup> and 2) In its first year of operation a charter school may request any quarterly payment 30 days earlier.<sup>89</sup>

***J12. From whom does the payment come?***

Non-NV ASD charters are not LEAs and must receive payments as pass-throughs from the district or the State Public Charter School Authority. But since NV ASD charters will be their own LEAs, they will receive payments directly from the state and federal government.

## K. Staff Compensation

### **K1. What is the average salary for administrators in Clark County and among charters?**

Based on the expenditure data reported for 2015-16, teacher and administrator salaries for charters and CCSD were as follows:<sup>90</sup>

	Teacher		Administrator	
	Average	Range	Average	Range
<b>Charter</b>	\$42,794	\$30,074–\$67,067	\$83,321	\$45,000–\$112,683
<b>CCSD</b>	\$52,923	-	\$91,882	-

### **K2. What has been the trend in teacher salaries in charter and district schools over the past 3 to 5 years?**

After years of stagnant wages, teachers received a pay raise in 2016. A new teacher with a Bachelor’s degree now earns \$40,900 (up from \$35,000 in 2015-16), while and the salary schedule maxes out at \$90,000 (up from \$72,000 in 2015-16).<sup>91</sup>

### **K3. How much do charters generally pay in employee benefits as a percentage of salary?**

Benefits generally include four main categories: retirement, worker’s compensation, unemployment compensation, and Medicare.

By far, retirement benefits are the most expensive. Employees of charter schools are considered public employees and are required to participate in the Public Employees’ Retirement System of Nevada (PERS). In 2015, PERS contributions increased, and participating schools now contribute 28.0% of total salary (up from 25.75% for 2013–14).

The other benefits were as follows in 2015–16: worker’s compensation (0.7%), unemployment compensation (2.2%), and Medicare (1.5%).<sup>92</sup>

### **K4. Are charters subject to any requirements regarding staff salaries?**

Charter schools have autonomy to determine their teacher and staff salaries, but as of this writing are required to contribute to PERS.<sup>93</sup>

### **K5. Are there city or state taxes that an employer must pay on behalf of employees?**

No, since Nevada has no state or local income tax, employers do not pay city or state taxes on behalf of employees.

## L. Facilities & Transportation

### **L1. Do charters have access to district facilities?**

Charter operators converting an NV ASD school must operate in the same building, but may do so rent-free. The building remains under the ownership of the host district.

### **L2. What expenses are attached to those rent-free district facilities for NV ASD conversion charters?**

The charter operator will be responsible for routine maintenance and repairs up to \$15,000. For capital expenses in excess of \$15,000, host district will be responsible.<sup>94</sup>

The charter operator is responsible for any cosmetic changes and must work in partnership with the host district to agree to renovations that would impact the building's structure.

### **L3. What is the condition of these potential NV ASD facilities?**

Most Clark County schools were built in the past 25 years, and are therefore in good shape.

### **L4. What is the timeline for determining which facility would be available for a charter in the NV ASD?**

The NV ASD anticipates announcing schools that are *eligible* for conversion to NV ASD schools by October 31 of each year and schools that *will be* converted by February 1.

Schools are eligible for conversion if:

- They performed in the bottom 5% of Elementary and Middle Schools during the most recent school year
- They had a graduation rate of less than 60% during the most recent school year for which data is available
- They meet additional criteria outlined in regulations pending approval including:
  - Qualify as a comprehensive support school under the federal designation through ESSA
  - Received the state's lowest annual rating on the NSPF for the most recent school year
  - Received the state's second-lowest annual rating on the NSPF for the most recent school year, and demonstrate a downward trend in student achievement and school performance<sup>95</sup>

### **L5. Does the NV ASD have a formula for allocating square footage?**

The NV ASD does not have such a formula at this time.

### **L6. What about other charters that are not NV ASD conversions?**

All other charters are responsible for securing their own facilities and must consult with the NV ASD staff during facility identification and acquisition to inform proximity to identified under-performing schools.

**L7. How much do charters generally spend on facilities?**

Eight SPCSA charter operators reported rent data for 18 facilities for the 2014–15 school year. On average, they spent \$14.87 per square foot, with rates ranging from \$8.46 to \$27.27 per square foot. On average, rent accounted for 13 percent of a school’s per-pupil funding.<sup>96</sup>

In addition, seven charter operators reported data on other facilities costs, including utilities, maintenance, insurance, and renovation costs, as part of their FY 2015 budget. The table below includes the average cost, as well as the minimum and maximum amount reported for each of these categories.

<b>Facilities Related Costs per Square Foot, FY 2015<sup>97</sup></b>			
	<b>Average</b>	<b>Minimum</b>	<b>Maximum</b>
<b>Rent*</b>	\$14.87	\$8.46	\$27.27
<b>Utilities</b>	\$1.70	\$1.52	\$3.19
<b>Maintenance</b>	\$2.06	\$1.06	\$4.50
<b>Insurance</b>	\$0.61	\$0.35	\$1.56
<b>Renovation</b>	\$0.10	\$0.00	\$1.02

\*From self-reported SPCSA data

**L8. Does the state guarantee capital to secure low bond rates for operators?**

Not at this time.

**L9. Are charter schools required to provide transportation?**

This varies by authorizer. SPCSA charter schools are not required to provide transportation. However, charters must address transportation in their application. If a school intends to provide transportation, its charter application must include a proposed transportation plan. If the school does not intend to transport students, the application must include a statement of commitment to work with parents to ensure student transportation to and from school.<sup>98</sup>

NV ASD charters must provide seamless transportation options to students who were attending the school at the year of conversion and require transportation.

Additionally, all students who require transportation as a part of their IEP must be provided necessary accommodations through the school entity.

**L10. How much do schools typically spend on transportation?**

Transportation costs vary considerably based on bus utilization, distance traveled, and the number of special-needs student riders. On average, however, the district spent \$446 per student in FY 2016.<sup>99</sup>

**L13. Can charters contract with the district to provide transportation?**

Yes.<sup>100</sup> The NV ASD requests that operators work in partnership with them as the sponsor to initiate the relationship.

<sup>1</sup> Public Impact analysis of publicly available data of all Clark County schools and charter schools located in or serving Clark County students.

<sup>2</sup> The high school framework also combines status and growth into a single indicator.

<sup>3</sup> Nevada SB 460, Sections 2 and 3 (2015)

<sup>4</sup> Nevada Department of Education. (n.d.). *All About the Alternative Performance Framework*.

<sup>5</sup> This may change. The Nevada Department of Education has assembled an [ESSA Advisory Group](#) to develop a plan aligning 2015 reforms and ESSA. Various work groups are developing recommendations, including one looking at assessments.

<sup>6</sup> The classes of 2017 and 2018 have the same requirements, with the exception that they must only take (and not necessarily pass) the end-of-course assessments. Nevada Department of Education. *New high school graduation requirements*. Retrieved from [http://webcache.googleusercontent.com/search?q=cache:gXWT-  
SeF6UMJ:www.doe.nv.gov/High\\_School\\_Graduation/Documents/NDEPamphletEnglish/+&cd=5&hl=en&ct=clnk&gl=us](http://webcache.googleusercontent.com/search?q=cache:gXWT-<br/>SeF6UMJ:www.doe.nv.gov/High_School_Graduation/Documents/NDEPamphletEnglish/+&cd=5&hl=en&ct=clnk&gl=us)

<sup>7</sup> Nevada AB 64 (2016).

<sup>8</sup> Public Impact analysis of publicly available data of all Clark County schools and charter schools located in or serving Clark County students.

<sup>9</sup> Figure excludes SPCSA charter high schools. Nevada Department of Education. “Cohort Graduation Rates, 2016-17.” Retrieved from [www.nevadastatereportcard.com](http://www.nevadastatereportcard.com) on January 24, 2017.

<sup>10</sup> Students First. *Nevada’s 2015 NAEP Scores*. Retrieved from <https://studentsfirst.org/state/nevada/pages/nevadas-2015-naep-scores>

<sup>11</sup> Education Week Research Center. (2016). *Quality counts 2016*. Bethesda, MD: Author. Retrieved from <http://www.edweek.org/ew/qc/2016/2016-state-report-cards-map.html?intc=EW-QC16-TOC>

<sup>12</sup> CREDO. (2015). *Urban charter school study: Report on 41 regions, 2015*. Stanford, CA: Center for Research on Education Outcomes. Retrieved from <https://urbancharters.stanford.edu/download/Urban%20Charter%20School%20Study%20Report%20on%2041%20Regions.pdf>

<sup>13</sup> Nevada law refers to authorizers as sponsors. Only the SPCSA and NV ASD derive their sponsorship authority directly from statute. Districts and state colleges and universities must apply to the state’s education agency for authorization to sponsor charter schools (see NRS 388A.220). But as of this writing, no colleges or universities in Nevada sponsor charter schools. Throughout this document, we use the terms “authorize” and “sponsor” interchangeably.

<sup>14</sup> The district is responsible for maintenance costs in excess of \$15,000. Nevada Department of Education. (2015). *The Nevada Achievement School District: Need to know for charter school organizations*. Unpublished manuscript.

<sup>15</sup> NV Revised Adopted Regulation R108-15. Retrieved from [http://www.leg.state.nv.us/Register/RegsReviewed/\\$R108-15A.pdf](http://www.leg.state.nv.us/Register/RegsReviewed/$R108-15A.pdf)

<sup>16</sup> NRS 388A.030 and NRS 388B.030 (2015) define educational management organizations as for-profits that provide services relating to the operation and management of charter schools and achievement charter schools.

<sup>17</sup> NRS 388A.249 defines charter management organizations as nonprofits that hold charters or charter contracts to operate more than one charter school; or a nonprofit incorporated in Nevada to operate a charter in cooperation with a CMO that holds a charter or charter contract to operate more than one charter in another state. As interpreted by the state, the minimum number of members of a committee to form a charter school is five, and the maximum is nine. See: Nevada State Public Charter School Authority. (2014, January). *Nevada SPCSA charter school operation manual*. Retrieved from

<http://charterschools.nv.gov/uploadedFiles/CharterSchoolsnvgov/content/Grocers/FINAL%202014%20Charter%20School%20Operation%20Manual.pdf>, pp. 5–7.

<sup>18</sup> As interpreted by the state, the minimum number of members of a committee to form a charter school is five, and the maximum is nine. See: Nevada State Public Charter School Authority. (2014, January). *Nevada SPCSA charter school operation manual*. Retrieved from

<http://charterschools.nv.gov/uploadedFiles/CharterSchoolsnvgov/content/Grocers/FINAL%202014%20Charter%20School%20Operation%20Manual.pdf>, pp. 5–7.

<sup>19</sup> Nevada law does not recognize educational management organizations as lawful applicants for charters authorized by the State Public Charter School Authority; however, committees to form charter schools may contract with educational management organizations to operate schools if charters are granted. See NAC 386.400-407 (2016).

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<sup>20</sup> NRS 388B.220 authorizes the ASD to receive sponsorship fees in accordance with NRS 388A.414 once a contract has been entered into with a charter operator.

<sup>21</sup> Nevada State Public Charter School Authority. (2014, January). *Nevada SPCSA charter school operation manual*. Retrieved from

<http://charterschools.nv.gov/uploadedFiles/CharterSchoolsnvgov/content/Grocers/FINAL%202014%20Charter%20School%20Operation%20Manual.pdf>, pp. ix.

<sup>22</sup> Nevada State Public Charter School Authority. (2014, January). *Nevada SPCSA charter school operation manual*. Retrieved from

<http://charterschools.nv.gov/uploadedFiles/CharterSchoolsnvgov/content/Grocers/FINAL%202014%20Charter%20School%20Operation%20Manual.pdf>

<sup>23</sup> Personal communication with Lauren Hulse, ASD, April 1, 2016.

<sup>24</sup> Email communication from Jana Wilcox-Lavin, executive director, ASD, May 17, 2016.

<sup>25</sup> NV Revised Adopted Regulation R108-15. Retrieved from [http://www.leg.state.nv.us/Register/RegsReviewed/\\$R108-15A.pdf](http://www.leg.state.nv.us/Register/RegsReviewed/$R108-15A.pdf)

<sup>26</sup> NRS 388A.279 (2015) and NAC 386.130 and 386.326

<sup>27</sup> NRS 388B.210 (2015).

<sup>28</sup> NRS 388A.320 (2015). As interpreted by the state, the minimum number of members is five, and the maximum number of members is nine. See: Nevada State Public Charter School Authority. (2014, January). *Nevada SPCSA charter school operation manual*. Retrieved from

<http://charterschools.nv.gov/uploadedFiles/CharterSchoolsnvgov/content/Grocers/FINAL%202014%20Charter%20School%20Operation%20Manual.pdf>, pp. 5–7.

<sup>29</sup> Board members must also not be convicted felons.

<sup>30</sup> Email communication from Jana Wilcox-Lavin, executive director, NV ASD, May 17, 2016.

<sup>31</sup> NRS 388A.243 (2015)

<sup>32</sup> This issue is addressed for non-NV ASD charters through the Nevada Administrative Code governing charter schools (see [NAC 386.3265](#)). For NV ASD charters, see Nevada Department of Education. (2015). *The Nevada Achievement School District: Need to know for charter school organizations*.

<sup>33</sup> NRS 388A.330 (2015).

<sup>34</sup> NRS 388A.300 (2015).

<sup>35</sup> NRS 388A.285 (2015).

<sup>36</sup> NRS 388B.290 (2015).

<sup>37</sup> NRS 388A.366 (2015). Also, NRS 388B.240 (2015) references applicability of NRS 388A.366 to an achievement charter school.

<sup>38</sup> NRS 388A.366 referencing NRS 389.018. Also, NRS 388B.240 (2015) references applicability of NRS 388A.366 to an achievement charter school.

<sup>39</sup> NRS 388A.533(2) (2015).

<sup>40</sup> NRS 388A.095 (2015).

<sup>41</sup> NRS 388A.535 and NRS 388B.420 (2015).

<sup>42</sup> NRS 388A.518 (2015).

<sup>43</sup> NRS 388B.250 (2015). See also, Nevada Department of Education. (2015). *The Nevada Achievement School District: Need to know for charter school organizations*.

<sup>44</sup> NAC 391.461

<sup>45</sup> NRS 388A.521 (2015).

<sup>46</sup> NRS 388B.250 (2015). See also, Nevada Department of Education. (2015). *The Nevada Achievement School District: Need to know for charter school organizations*.

<sup>47</sup> NRS 388B.230 (2015).

<sup>48</sup> NRS 391A.505 (2015) created the Great Teaching and Leading Fund. The 2015-17 biennium budget allocated \$10 million to the fund. Nevada SB 515 (2015).

<sup>49</sup> NRS 391A.500 et seq. SB 511 (2015). The Legislature allocated \$2.5 million per year to the scholarship program and \$10 million per year for the new teacher pay incentives. Nevada SB 511 (2015).

<sup>50</sup> The Public Education Foundation. (n.d.) *Leadership Institute*. Retrieved from [http://www.thepef.org/programs\\_leadership.html](http://www.thepef.org/programs_leadership.html)

<sup>51</sup> As the first cohort of 25 students is expected to come largely from CCSD, the university and school district are working together to develop the program and mentorship components. The program is an 18-month weekend and evening program designed for current teachers and school professionals. Allen, T. (2014, September 10). UNLV launches urban leadership program to train next generation of principals. Retrieved from <http://www.unlv.edu/news/release/unlv-launches-urban-leadership-program-train-next-generation-principals>; University of Nevada, Las Vegas. (2015). *Urban Leadership Development*. Retrieved from <http://www.unlv.edu/sepa/uld>; University of Nevada, Las Vegas. (2015). *Urban Leadership Development*. Retrieved from [http://www.unlv.edu/sites/default/files/page\\_files/27/SEPA-InformationMeeting-2016.pdf](http://www.unlv.edu/sites/default/files/page_files/27/SEPA-InformationMeeting-2016.pdf)

<sup>52</sup> Email announcement from Opportunity 180. (19 January 2017). <http://us12.campaign-archive1.com/?u=51d7ecfc36f1526e86b323f8c&id=0a1994de84&e=054c9d9521>

<sup>53</sup> Program participants must be current WCSD teachers. The program is a 2-year program combining coursework and field experiences. See <http://www.unr.edu/degrees/educational-leadership/med>

<sup>54</sup> NV Revised Adopted Regulation R108-15. Retrieved from [http://www.leg.state.nv.us/Register/RegsReviewed/\\$R108-15A.pdf](http://www.leg.state.nv.us/Register/RegsReviewed/$R108-15A.pdf)

<sup>55</sup> NV Revised Adopted Regulation R108-15. Retrieved from [http://www.leg.state.nv.us/Register/RegsReviewed/\\$R108-15A.pdf](http://www.leg.state.nv.us/Register/RegsReviewed/$R108-15A.pdf)

<sup>56</sup> NRS 388A. 456 (2015).

<sup>57</sup> NRS 388A. 456 (2015).

<sup>58</sup> NRS 388A. 456 (2015).

<sup>59</sup> NRS 388A. 456 (2015).

<sup>60</sup> FY 2014 NRS 387-303. Available [http://www.doe.nv.gov/Business\\_Support\\_Services/Reports/](http://www.doe.nv.gov/Business_Support_Services/Reports/)

<sup>61</sup> Charter School Association of Nevada. (n.d.) *School directory*. Retrieved from <http://www.nevadacharters.org/school-directory/>

<sup>62</sup> Charter School Association of Nevada. (n.d.) *Charter school directory 2014*. Retrieved from <http://www.nevadacharters.org/develop/resources/nevada-charter-school-guide/>

<sup>63</sup> Guinn Center for Policy Priorities. (2015, February). *Nevada K–12 education finance*. Las Vegas, NV: Author. Retrieved from <http://guinncenter.org/wp-content/uploads/2015/02/Guinn-Center-K-12-Education-Finance-Fact-Sheet.pdf>

<sup>64</sup> Nevada Department of Education. (2015, February 27). *The executive budget DSA & related K–12 budgets*. Retrieved from [file:///C:/Users/Daniela/Downloads/TheExecBudgetDSA\\_RelatedK12Bud22715.pdf](file:///C:/Users/Daniela/Downloads/TheExecBudgetDSA_RelatedK12Bud22715.pdf)

<sup>65</sup> The Guinn Center for Policy Priorities. *K–12 education finance 101*. Las Vegas, NV: Author. Retrieved from <http://guinncenter.org/wp-content/uploads/2015/11/K-12-Finance-101-January-2016.pdf>

<sup>66</sup> Nevada Department of Education. *Education initiatives for the new Nevada: Governor Sandoval’s approved budget: 2015-17 biennium*. Retrieved from <http://www.doe.nv.gov/uploadedFiles/ndedoenvgov/content/Legislative/EducationInitiativesFactSheet.pdf>

<sup>67</sup> Nevada SB 508 (2015) amending NRS 387.121 et seq.

<sup>68</sup> Nevada SB 405 (2015).

<sup>69</sup> Nevada SB 432 (2015).

<sup>70</sup> Nevada Department of Education. (2015). *The Nevada Achievement School District: Need to know for charter school organizations*.

<sup>71</sup> For more, see [http://www.doe.nv.gov/Legislative/Gifted\\_and\\_Talented/](http://www.doe.nv.gov/Legislative/Gifted_and_Talented/)

<sup>72</sup> NRS 388.157 (2015).

<sup>73</sup> The 2015 budget (Nevada SB 515) provided \$27 million over two years to fund the competitive grant program.

<sup>74</sup> Nevada Department of Education. *Education initiatives for the new Nevada: Governor Sandoval’s approved budget: 2015-17 biennium*. Retrieved from <http://www.doe.nv.gov/uploadedFiles/ndedoenvgov/content/Legislative/EducationInitiativesFactSheet.pdf>

<sup>75</sup> For more, see [http://www.doe.nv.gov/Legislative/Great\\_Teaching\\_and\\_Leading\\_Fund/](http://www.doe.nv.gov/Legislative/Great_Teaching_and_Leading_Fund/)

<sup>76</sup> For more, see [http://www.doe.nv.gov/Legislative/Nevada\\_Ready\\_21/](http://www.doe.nv.gov/Legislative/Nevada_Ready_21/)

<sup>77</sup> For more, see [http://www.doe.nv.gov/Grants/CCR/College\\_and\\_Career\\_Readiness\\_Grant/](http://www.doe.nv.gov/Grants/CCR/College_and_Career_Readiness_Grant/)

<sup>78</sup> For more, see <http://www.doe.nv.gov/Legislative/JAG/>

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- <sup>79</sup> For more, see [http://www.doe.nv.gov/Legislative/Advanced\\_Placement/](http://www.doe.nv.gov/Legislative/Advanced_Placement/)
- <sup>80</sup> For more see [http://www.doe.nv.gov/Legislative/Social\\_Worker\\_Grants/](http://www.doe.nv.gov/Legislative/Social_Worker_Grants/)
- <sup>81</sup> See 21<sup>st</sup> Century Community Learning Centers. (n.d.) Nevada Department of Education. Retrieved from [http://www.doe.nv.gov/21stCentury\\_Community\\_Learning\\_Centers/](http://www.doe.nv.gov/21stCentury_Community_Learning_Centers/); Peterson, E. (9 Dec 2015). Senate passes ESEA, 21<sup>st</sup> CCLC: Sends to President for Signature. Afterschool Alliance. Retrieved from [http://www.afterschoolalliance.org/afterschoolSnack/Senate-passes-ESEA-21stCCLC-sends-to-President-for\\_12-08-2015.cfm](http://www.afterschoolalliance.org/afterschoolSnack/Senate-passes-ESEA-21stCCLC-sends-to-President-for_12-08-2015.cfm)
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- <sup>87</sup> NRS 387.124 (2015).
- <sup>88</sup> NRS 387.124 (2015).
- <sup>89</sup> NRS 387.1241 (2015).
- <sup>90</sup> Calculated by Public Impact dividing total expenditures for licensed administrators by total FTEs. Data from FY 2016. NRS 387-303. Retrieved from [http://www.doe.nv.gov/Business\\_Support\\_Services/Reports/](http://www.doe.nv.gov/Business_Support_Services/Reports/)
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- <sup>92</sup> Based on median values reported in NRS 387.303. Retrieved from [http://www.doe.nv.gov/Business\\_Support\\_Services/Reports/](http://www.doe.nv.gov/Business_Support_Services/Reports/)
- <sup>93</sup> NRS 388A.541 and NRS 388A.544 (2015)
- <sup>94</sup> NRS 388B.230(2) (2015). See also Nevada Department of Education. (2015). *The Nevada Achievement School District: Need to know for charter school organizations*.
- <sup>95</sup> LCB Draft of Proposed Regulation R108-15 (2015). Retrieved from <http://www.leg.state.nv.us/Register/2015Register/R108-15P.pdf>
- <sup>96</sup> The State Public Charter School Authority (SPSCA) directly shared the square footage for the facilities their charter operators used in FY 2015.
- <sup>97</sup> Calculated by Public Impact using expenditures data from Public Impact analysis using FY 2014 NRS 387-303. Retrieved from [http://www.doe.nv.gov/Business\\_Support\\_Services/Reports/](http://www.doe.nv.gov/Business_Support_Services/Reports/)
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- <sup>99</sup> Divides operating budget (\$142,734,000) by the number of students (330,186). Cost per eligible rider was \$1,084. Clark County School District. (2016). *Popular annual financial report for the fiscal year ended June 30, 2016*. Retrieved from <http://epubs.nsla.nv.gov/statepubs/epubs/31428003140189-2016.pdf>
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