



# DEFINING QUALITY:

Implementing Standards for High-Quality Authorizing

Dr. Valerie Moore Hyer, Vice President FACSA

Coordinator of Charter Schools, Manatee County, FL

Florida Charter School Conference

# Objectives

- Define Quality in Authorizing
- Florida Principles and Standards
- Real-World Authorizing Practices
- Authorizer Self-Assessment Tools
- Implementation Strategies
- Embedding Standards into Practice
- Elevate your Authorizing Practice



# What is Quality Authorizing?

---

- Take a moment to meet the person next to you.
- Turn and talk – What is quality authorizing?
- Share out your ideas.



# Quality Authorizing involves ...

---

## SPECIFIC STANCE



## DISTINCT ACTIONS



# Florida Principles & Standards Defines Quality Authorizing



## Florida Principles & Standards *for Quality Charter School Authorizing*



# Quality Authorizing involves “A Specific Stance and Distinct Actions”



## Principles

- Maintaining High Standards
- Upholding School Autonomy
- Protecting Student and Public Interests

## Standards

- Commitment and Capacity
- Oversight and Monitoring
- Evaluation and Renewal Decision Making

# Principles – How Authorizers Approach Their Work

---

**A basic idea**

**How something works**

**A standard of behavior**

**Guide action(s) in a given situation**

**A comprehensive or fundamental assumption**



# Maintain High Standards

## Setting High Standards involves:

- ROBUST AUTHORIZATION PROCESSES
- ONGOING OVERSIGHT BY RESPONSIBLE AUTHORIZERS
- CLEAR ACCOUNTABILITY METRICS FOR STUDENT ACHIEVEMENT AND SCHOOL OPERATIONS





# Maintain High Standards

## Key Indicators:

- Adherence to state and Federal laws
- Provisions for ESE and ELL students
- Performance Evaluations for Renewal
- Commitment to Academic Excellence
- Financial Efficiency
- Learning Environment for student Growth and Success.
- Data Driven Decision Making



# Uphold School Autonomy

## Upholding School Autonomy Involves:

- GOVERNING BOARD INDEPENDENCE
- SCHOOL VISION AND CULTURE
- INSTRUCTIONAL PROGRAMMING
- MINIMIZING ADMINISTRATIVE BURDENS
- OUTCOMES NOT PROCESSES



# Uphold School Autonomy

## Key Indicators for Charter Autonomy:

- Choose their personnel
- Create their master schedule
- Design academic programming
- Accountability to terms in contract
- Results, not steps to get there



# Protect Student and Public Interest

## Protecting Student *and* Public Interest Involves:

- ENSURING STUDENT WELLBEING
- FAIR ENROLLMENT PROCESSES
- NON-DISCRIMINATORY ACCESS FOR ALL STUDENTS
- PROVIDING APPROPRIATE SERVICES FOR ALL STUDENTS INCLUDING ESE, ELL



# Protect Student and Public Interest

## Key Indicators:

- Sound Governance
- Sound School Management
- Sustainability
- Transparency
- Ethical Conduct
- Compliance with laws and rules
- Stewardship of public funds



# *Applying the Principles* to Real World Authorizing Practices

*Keep in mind the 4 R's*

- ❖ RIGOROUS
- ❖ REQUIRED
- ❖ RELEVANT
- ❖ RESPONSIBLE



Principle I  
Maintain High Standards

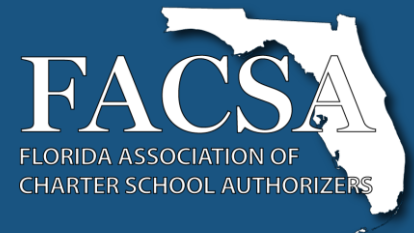


# *Applying the Principles* to Real World Authorizing Practices

## RIGOROUS Application Process

- Maintain consistent Intake Procedures
- Gather the Evaluation Team
- Understand the Evaluation Rubric
- Apply Appropriate Florida Statutes
- Written Comments aligned to the Evaluation Rubric and Florida Statute
- Keep the process free from politics
- Honor the Application Timeline
- Be transparent
- Approve only applications that demonstrate the capacity to open and run a successful charter school

Principle I  
Maintain High Standards



# *Applying the Principles* to Real World Authorizing Practices

## **REQUIRED** Monitoring of Charter Schools

- Maintain high standards
- Ensure charters meet the needs of the community
- Monitor charters on measures indicated in contracts
- Monitor charters on requirements in charter law (FS 1002.33) and other laws applicable to charters
- Ensure the school maintains its mission, vision and culture
- Ensure the academic program is innovative
- Minimize compliance by requiring submissions only once!
- Ensure the wellbeing of students
- Ensure fair enrollment policies and procedures
- Ensure appropriate services for eligible students

## Principle I Maintain High Standards

# *Applying the Principles* to Real World Authorizing Practices

## RELEVANT **Renewal** Process

- Keep track of student academic achievement for contract duration
- Inspect fiscal management: monthly or quarterly financials, annual budgets, cost reports, annual audits
- Ensure all safety measures of school
- Ensure facility and operations are running smoothly, consistently
- Observe the learning environment
- Accountability to mission, vision, academic program, students served, primary focus on reading and mathematics, certified staff, achievement goals and outcomes, graduation requirements,
- Appropriate Governance and full disclosure
- Ensure than grounds for non-renewal are not found

## Principle I Maintain High Standards

# *Applying the Principles* to Real World Authorizing Practices

## **RESPONSIBLE** Authorizing

- Hire key people with relevant skill set
- Commit to the work!
- Learn from other Authorizers
- Attend Professional Development
- Read and apply Florida Statutes
- Know the parameters of the Standard Contract and Standard Renewal Contract
- Observe learning environment
- Communicate with clarity, brevity and transparency
- Advocate to ensure District and Charter Success
- Ensure ethical conduct
- Remain positive
- Be fair, firm and friendly
- Maintain composure in all circumstances

Principle I  
Maintain High Standards

# *Applying the Principles* to Real World Authorizing Practices

## RESPONSIBLE Authorizing

- Visit Charter Sites to ensure student wellbeing
- Attend an Enrollment Lottery for admissions
- Ensure IEPs are up to date and services are delivered
- Certify that ELL Plans are in place, up to date and aligned to Federal Law
- Attend a Governing Board meeting
- Ensure all operational requirements are met (site visits and compliance submissions)



Principle II  
Uphold School Autonomy

# *Applying the Principles* to Real World Authorizing Practices

## RESPONSIBLE Authorizing

- Keep track of the school's academic progress
- Guarantee Charters comply with all Safety Requirements
- Confirm that Charter Grants are spent according to their narrative
- Ensure the school maintains fidelity to its mission and vision
- Certify compliance with monitoring and accountability to all contractual obligations and Statutory Requirements
- Make sure charter websites are up to date and that all required information is available to parents and stakeholders



## Principle III Protect Student and Public Interests



# Standards – How Authorizers Measure Their Work

---

**A model to measure quality**

**An established reference point**

**Something regularly used and accepted**

**A description of practices, systems, products**

**A level of performance, operations or procedures**



# Commitment and Capacity

## Commitment and Capacity involves:

- COMPETENT LEADERSHIP
- PRIORITIZING A COMMITMENT TO EXCELLENCE
- A CLEAR MISSION AND VISION FOR AUTHORIZING
- APTITUDE AND ABILITY FOR THE ROLE OF AUTHORIZING
- SEEKS OUT OPPORTUNITIES FOR PERSONAL PROFESSIONAL DEVELOPMENT
- COMMITS TO COLLABORATION AND CULTURE OF COMMUNICATION AND COOPERATION
- EXPERTISE IN CURRICULUM AND INSTRUCTION, ASSESSMENT, SCHOOL OPERATIONS, ACCOUNTABILITY, LAW, FINANCE, LARGE PROJECT MANAGEMENT



# Commitment and Capacity

## Key Indicators:

- Dedicated commitment to Authorizing
- Fostering Excellent Schools
- Effective and efficient
- Evaluates to standards
- Willing to learn continually
- Excellent communication skills, oral and written
- Creates and streamlines structure and processes



# Oversight and Monitoring

## Oversight and Monitoring Involves :

- SCHEDULING REGULAR SITE VISITS
- SEEKING INPUT FROM STAKEHOLDERS AND FELLOW AUTHORIZERS
- DEVELOPING A MEANS TO MONITOR SCHOOLS ON RELEVANT STATUTE AND CONTRACT REQUIREMENTS
- CREATING TOOLS TO COLLECT REQUIRED INFORMATION IN A CONCISE AND CONSISTENT FASHION
- ARCHIVING DOCUMENTATION OF OVERSIGHT AND MONITORING



# Oversight and Monitoring

## Key indicators:

Published General Monitoring Requirements

Sharing monitoring documents and templates with charters

Updating documents annually based on changes in legislation

Archiving annually

Communicating with charters and governing boards



# Evaluation and Decision Making

## Evaluation and Decision Making involves:

- FAIRNESS AND TRANSPARENCY
- CONSIDERING ALL STAKEHOLDERS
- ABILITY TO SYNTHESIZE MANY DATA POINTS
- BUILDING IN A TIMELINE FOR THE PROCESS
- PROVIDING PD TO TEAM MEMBERS INVOLVED
- EXPERTISE IN AREAS OF JUDGMENT
- MAKING DECISIONS BASED ON DATA TO ESTABLISHED CRITERIA
- TIMELY COMMUNICATION IN VERBAL AND WRITTEN FORM





# Evaluation and Decision Making

## Key indicators :

- Unbiased
- Follows established procedures
- Clear, accurate, fair and transparent
- NOT based on political or community pressure
- Aligned with proven criteria and requirements
- Based on analysis of data from a comprehensive body of evidence



# Authorizer Self-Assessment: Ideas

---

- 1) Participate in FDOE's Annual Evaluation for your Sponsoring District.  
Determine your level of expertise in every area.
- 2) Read other District's responses in the Annual FDOE Authorizer Report.  
How does your district compare? How do you compare?
- 3) Create an end of year survey requesting feedback from charters in your portfolio.  
What were the positives, and what could use some fine tuning?
- 4) Review the data for the schools in your portfolio over 3-5 years.  
How did schools improve over your tenure?

# Authorizer Self-Assessment: More Ideas

---

5) Read NACSA's 12 Essential Practices.

What practices are your strong suits, and which ones need some strengthening?

6) Take the New Mexico Department of Education's Self-Evaluation Tool.

What were your findings? Determine things you can do to strengthen authorizing for charters you oversee.

7) Review the Texas Quality Authorizer Self-Assessment.

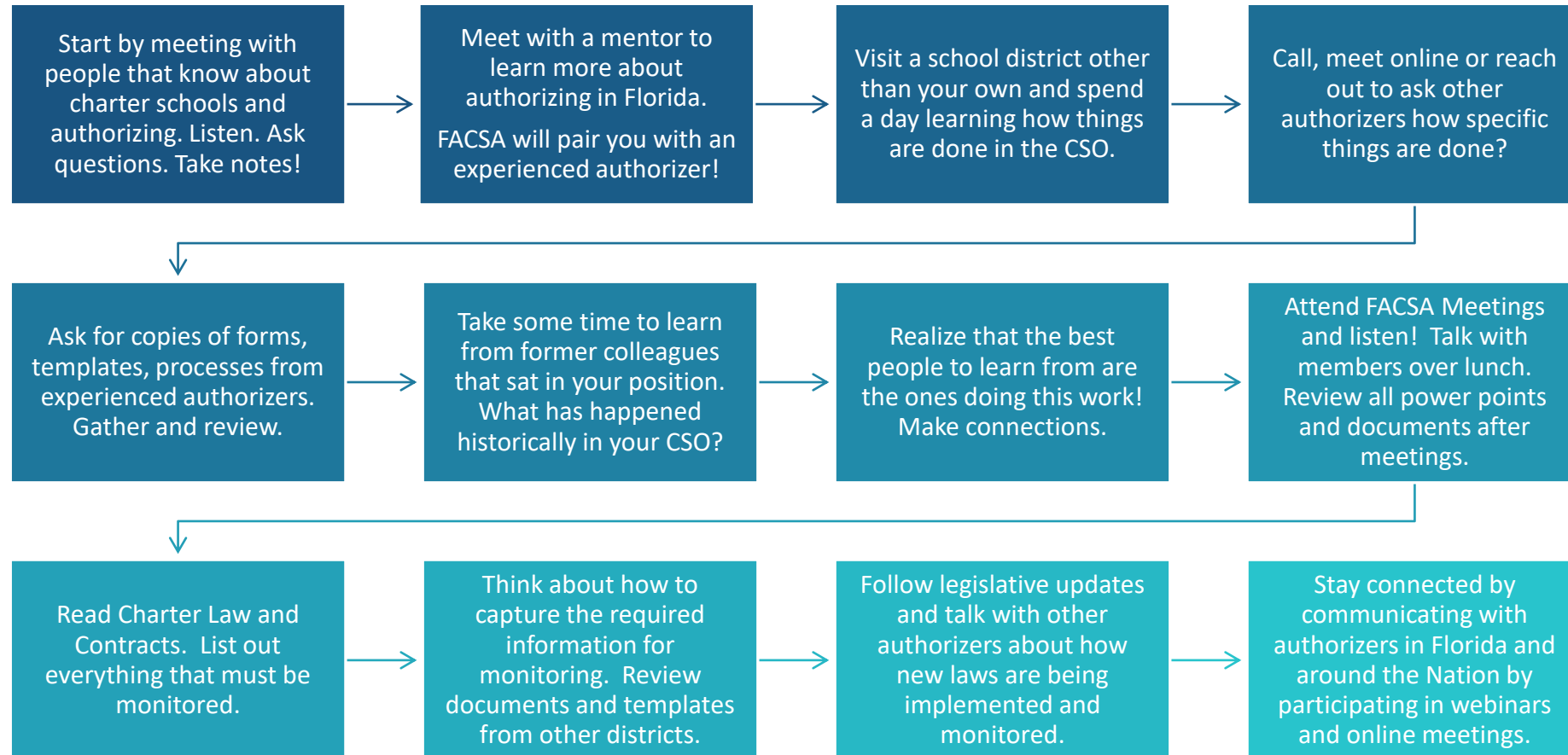
What ideas apply to your authorizing practice?

# Authorizer Self-Assessment: You're the Leader

---

8) Take time to reflect on your leadership in your district and portfolio.  
What kinds of things can you do to grow and improve as a leader in charter school authorizing?

# Implementation Strategies: Where do I begin?



# Practical Guidance: What works

---



Talk with experienced authorizers and apply your learning to your setting.



Ensure you are monitoring according to applicable Rules, Statutes and Contract.



Keep reading and learning Florida Charter Law and contract.



Ask Questions  
Seek Answers  
Research!



# Practical Guidance: What doesn't (work)

---



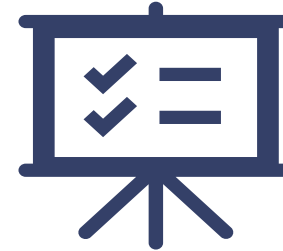
## Opinions

Instead, stick to facts, data, charter law, contract and tried and true practices.



## Politics

Ensure your review of applications is free from politicizing from within and without.



## Group Think

Do what you know is right based on fact.



## Gossip

Steer clear.  
Be circumspect in conversation.

# *Embedding the Standards* in Real World Authorizing Practices

- Commit to the work!
- READ, READ, READ
- Talk to other Authorizers
- Reach out to the FDOE School Choice leaders
- Get organized!
- Understand the authorizing calendar
- Implement Best Practices
- Learn by doing
- Practice, communicate and expect Excellence



## Standard 1 Sponsor Commitment and Capacity

# Embedding the Standards in Real World Authorizing Practices

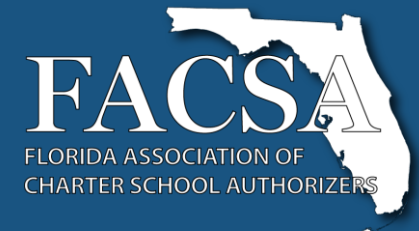
- Get Organized (Monitoring, Renewals, Applications)
- Monitor based on Florida Statutes and Contract
- Train District Personnel in use of electronic warehouse (ChartersLink, Epicenter, Reportwell, Anvilar)
- Train charter leaders in use of electronic repository
- Base decisions on data, requirements and criteria (Applications, Renewals, Closures)
- Communicate initiatives and deadlines clearly
- Follow established procedures
- Schedule regular site visits
- Build Relationships
- Be transparent



## School District of Manatee County CHARTER SCHOOL GENERAL MONITORING DOCUMENTS 2025-2026 Expanded List View by DATE

	AREA	REPORT/REQUIRED INFORMATION	CONTACT	CharterLink / Item Type
JULY				
7/1/2025	Enrollment	Quarterly Controlled Open Enrollment FORM Update Charter Website	Valerie Hyer	Digital Sig & Submission
7/1/2025	Safety	Safe School Officer Monthly Attendance Reporting FORM		Submission
7/10/2025	Transportation	Monthly Bus Inspections		Submission
7/15/2025	Ed Program/ Curriculum	Comprehensive Evidence-Based Reading Plan (CERP) w/Governing Board Approval minutes	Valerie Hyer	Submission
7/17/2025	Safety	Mental Health Plans –CIMS w/Governing Board Approval minutes		Digital Sign
7/20/2025	Finance	Monthly/Quarterly Financial Statements GASB		Submission

## Standard 4 Ongoing Oversight and Evaluation



# *Embedding the Standards* in Real World Authorizing Practices

- Base decisions on the facts, data, criteria, laws and rules
  - “A body of evidence” for Renewals
  - Meeting the Standards of established Criteria for Applications
- Be impartial
  - Authorizers support the district and charter schools
- Consider stakeholders and the community
- Build your expertise
- Ensure the capacity of your team of Evaluators
- Do NOT politicize any authorizing practices
- Communicate clearly
- Be transparent
- Keep to required timelines
- Consider historical trends



## Standard 5 Decision Making

# ACTIVITIES – Looking for Standards

Monitoring	Renewal	Governance
<p>Florida Statutes – especially 1002.33 and applicable Rules and laws</p> <ul style="list-style-type: none"> <li>▪ Developing a Submission item</li> <li>▪ Collecting Governing Board Info</li> </ul>	<p>Florida Statutes</p> <ul style="list-style-type: none"> <li>▪ Updating Renewal Documents</li> <li>▪ Establishing Criteria for renewal</li> </ul>	<p>Florida Statutes</p> <ul style="list-style-type: none"> <li>▪ Scheduled Meetings</li> <li>▪ Website Agendas and Minutes</li> <li>▪ Fingerprinting</li> </ul>
<p>Standard Contract/Std. Renewal Contract</p> <ul style="list-style-type: none"> <li>▪ Projected Enrollment</li> <li>▪ Insurance</li> <li>▪ Employee Handbook</li> </ul>	<p>Standard Renewal Contract</p> <ul style="list-style-type: none"> <li>▪ Noticing school of process and timeline (9.15)</li> <li>▪ Academic Achievement</li> </ul>	<p>Sunshine Law</p> <ul style="list-style-type: none"> <li>▪ Meeting in the Sunshine</li> </ul>
<p>FDOE Initiatives</p> <ul style="list-style-type: none"> <li>▪ TSIA</li> <li>▪ Safety Grant</li> <li>▪ Safety Reporting, etc.</li> </ul>	<p>Tried and true practices in renewal</p> <ul style="list-style-type: none"> <li>▪ Renewal site visit procedures</li> <li>▪ Renewal Application</li> </ul>	<p>Rule 6A-6.0784</p> <ul style="list-style-type: none"> <li>▪ Required Training</li> </ul>

# Elevate your practice!

Attend  
FACSA  
Meetings

Participate in  
Mentoring  
Programs

Go to National  
and Regional  
Conferences

Go Virtual!  
Register for  
Authorizing  
webinars

Ask for input  
from Charter  
Administrators

Call  
an Authorizing  
Colleague

Read  
1002.33 and  
Model Contracts

Craft Monitoring  
and Evaluation to  
FS and Contract



# Resources

## Florida Statutes

- Statutes & Constitution: View Statutes : Online Sunshine ([state.fl.us](http://state.fl.us))

## Model Florida Charter School Application and Standard Model Charter School Evaluation Instrument

- Statutes, Rules & Model Forms ([fldoe.org](http://fldoe.org))

## Florida Principals & Standards for Quality Charter School Authorizing

- Charter School Authorizers ([fldoe.org](http://fldoe.org))

## FACSA Website Resources

<https://flauthorizers.org/>

## FCI Resources

<https://flcharterinstitute.org/>



# Resources

Sample Application Evaluation – upon request  
Sample Renewal Packet – upon request  
Sample General Monitoring Document – upon request

Sample Self Assessments online:

- **FLORIDA DOE Annual Authorizer Reports**
  - <https://www.fldoe.org/schools/school-choice/charter-schools/authorizers/annual-authorizer-reports.shtml>
- **NACSA**
  - <https://qualitycharters.org/for-authorizers/12-essential-practices/>
- **TEXAS DOE**
  - [https://txpartnerships.org/wp-content/uploads/2024/02/TEA-Quality-Authorizer-Self-Assessment\\_2024-1.pdf](https://txpartnerships.org/wp-content/uploads/2024/02/TEA-Quality-Authorizer-Self-Assessment_2024-1.pdf)
- **NEW MEXICO DOE**
  - [https://web.ped.nm.gov/wp-content/uploads/2024/12/NM\\_Authorizer\\_Self-Evaluation.pdf](https://web.ped.nm.gov/wp-content/uploads/2024/12/NM_Authorizer_Self-Evaluation.pdf)





# Questions?

---

Dr. Valerie Moore Hyer  
Coordinator, Charter Schools  
School District of Manatee County, FL  
[hyerv@manateeschools.net](mailto:hyerv@manateeschools.net)  
941.751.6550 x 43202