



# CONFERENCE PROGRAM



**Omni Interlocken Resort  
Broomfield, CO  
October 19-22, 2015**

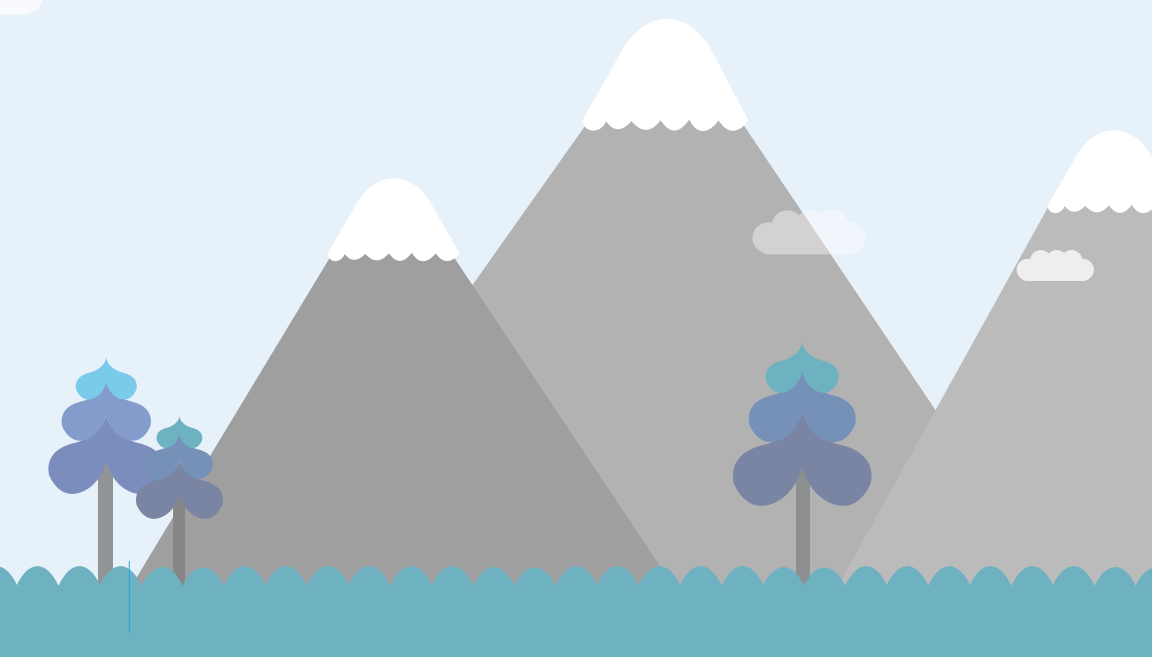


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# WELCOME TO THE 2015 NACSA LEADERSHIP CONFERENCE



**Omni Interlocken Resort  
Broomfield, CO  
October 19-22, 2015**



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## ABOUT THE NACSA LEADERS PROGRAM:

The **NACSA Leaders Program** is the nation's only professional development opportunity for current and upcoming leaders in charter school authorizing offices. Now approaching its fifth cycle, the Program has enabled participants to realize their potential to lead themselves, others, and their organizations to drive lasting change in the quality of charter school authorizing.

NACSA Leaders not only impact the organizations in which they work—they ultimately have the ability to change the lives of children for the better through the creation of consistently high-performing schools.

Join your peers in an enriching, collaborative learning environment where you will:

- Build a professional network with national charter authorizing leaders and experts.
- Practice using concrete tools and resources and adapt them to create immediate impact in your office.
- Receive ongoing, individualized coaching to evolve as a leader.

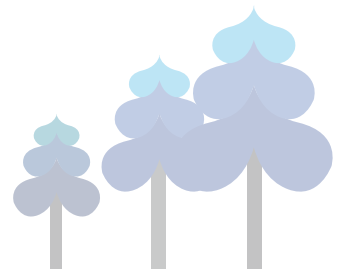
**Be the leader you were meant to be.**

The next application cycle will begin in November. Visit [www.qualitycharters.org/for-authorizers/programs-and-conferences](http://www.qualitycharters.org/for-authorizers/programs-and-conferences) for more information.



**LEADERS**  
★  
**PROGRAM**

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2015 NACSA Leadership Conference

## LOOKING BEHIND TO LOOK AHEAD

**Tuesday, 9:00 AM–10:30 AM**

**Interlocken A&B**

Speakers:

Greg Richmond (NACSA)

Nora Flood (*Colorado League of Charter Schools*)

Karega Rausch (NACSA)

Jarett Fields (*Milwaukee Common Council*)

Scott Pearson (*DC Public Charter School Board*)

Moderator:

José Cole-Gutiérrez (*Los Angeles Unified School District*)

We've come a long way together over the past 15 years. Since NACSA's founding in 2000, authorizing has become a profession highlighted with best practices and success stories of the profound impact our work can have when done well. But we still have a long way to go until we reach our goal of every child having access to a great public school. In order to know where we are going, we need to glance behind. Join us as we first explore NACSA's birth and then as we look toward the future of public education and authorizing.

## LUNCH WITH COLORADO STATE SENATOR MICHAEL JOHNSTON

**Wednesday, 12:00 PM–1:30 PM**

**Interlocken A&B**

Get ready to be moved, inspired, and energized. NACSA is pleased to welcome Colorado State Senator Michael Johnston to the 2015 NACSA Conference. Senator Johnston will share his experiences—as a teacher in the Mississippi Delta and as a principal leading two alternative high schools serving Colorado students held in state custody or living in group homes and detention centers—to help us see why the fight for educational justice matters. Why truth and hope matters.

He will encourage all of us to have courage to stand up and fight for what's right for children even when it means being attacked from both sides of the education debate.

Because, at the end of the day, as Senator Johnston has written, “what matters is not whether a kid goes to a charter school or a district school or a magnet school; what matters is they go to a good school.”

## AUTHORIZER ACCOUNTABILITY: HOW SHOULD QUALITY AUTHORIZING BE MEASURED?

Wednesday, 9:00 AM–10:30 AM  
Interlocken Ballroom A

Advanced  
Super Session  
For: ALL

Speakers:

David Greenberg (*Audubon Center of the North Woods*)  
Ethan Hemming (*Colorado Charter School Institute*)  
Nora Flood (*Colorado League of Charter Schools*)

 #Charterschools, #Accountability

Tags: [Accountability](#), [Measurement](#)

Among policymakers and in the media, there is a growing focus on authorizer accountability. The federal government is encouraging states to do more to hold authorizers accountable for the quality of their work. State legislatures and state departments of education are adopting policies to measure authorizer quality. What role should authorizers play in these efforts? How should authorizer quality be measured? What role should the performance of schools play in evaluating an authorizer's effectiveness? What sanctions are appropriate?


## OPEN TO ALL: THE AUTHORIZER'S ROLE IN ENSURING FAIR AND OPEN ENROLLMENT IN CHARTER SCHOOLS

Wednesday, 9:00 AM–10:30 AM  
Interlocken Ballroom B

Advanced  
Super Session  
For: ALL

Speakers:

Cliff Chuang (*Massachusetts Department of Elementary and Secondary Education*)  
James Merriman (*New York City Charter School Center*)  
Tiffanie Pauline (*Miami-Dade County Public Schools*)  
Lauren Mornado Rhim (*National Center for Special Education in Charter Schools*)

 #Charterschools, #OpenEnrollment

Tags: [Equity](#), [Enrollment](#), [Autonomy](#)

Charter schools are supposed to practice open enrollment, but what does that mean in practice? What role do authorizers play in ensuring that this aspiration is a reality in their communities? Should charters be required to enroll students at any time of year and in any grade so long as they have space? Should they be allowed give preference to certain populations of students? Should they be allowed to use a unique application and their own enrollment timeline? Where is the line between charter autonomy and equitable access when it comes to enrollment? This session will explore the difficult challenge of making the promise of open enrollment a reality.



## CHARTERING AT SCALE: CHALLENGES AND OPPORTUNITIES FOR AUTHORIZERS

**Thursday, 9:00 AM–10:30 AM**  
**Interlocken Ballroom A**

**Advanced  
Super Session  
For: ALL**

Speakers:

Robin Lake (*Center for Reinventing Public Education*)

Van Schoales (*A+ Denver*)

Kisha Verduco (*Detroit Public Schools*)

 **#AskAuthorizers**

Tags: [Scale](#), [Strategy](#)

Over the past five years enrollment in charter schools has grown by 70 percent. In nearly 150 districts, at least 10 percent of all public school students attend charter schools. In 12 districts, more than 30 percent of students attend charters. Authorizers in these communities, where charters are serving a significant percentage of students, are finding that special challenges and opportunities arise. This session will focus on the experiences of authorizers in communities where charters are reaching scale and explore different strategies for managing charter growth effectively.

## TRANSPARENCY AND THE PUBLIC INTEREST: WHAT ROLE DO AUTHORIZERS PLAY?

**Thursday, 9:00 AM–10:30 AM**  
**Interlocken Ballroom B**

**Advanced  
Super Session  
For: ALL**

Speakers:

Paul O'Neill (*National Center for Special  
Education in Charter Schools*)

Naomi DeVeaux (*DC Public Charter School Board*)

Renita Thukral (*National Alliance for Public Charter Schools*)

 **#RiskOversight, #CharterSchools, #Transparency**

Tags: [Accountability](#), [Transparency](#)

Charter schools are regularly accused of lacking transparency in their finances and operations. Whether accurate or not, these accusations have gained traction in the media and with policymakers. But are they true? Do charters lack transparency? As there areas where charters need to be more transparent than they are now? What is the role of authorizers in this area? What role should authorizers play in ensuring charter transparency? Should authorizers be more transparent themselves?

## THE ART OF MANAGING UP

Tuesday, 10:45 AM–12:00 PM

Spruce

Foundational  
Panel Presentation  
For: New and Emerging Authorizers

Speakers:

José Cole Gutiérrez (*Los Angeles Unified School District*)

Gail Greely (*Alameda County Office of Education*)

Susie Miller Barker (*SUNY Charter Schools Institute*)

 #ManagingUp, #Leadership

Tags: [Human Capital](#), [Organizational Structure](#), [Leadership](#)

Are you able to achieve your goals within the human capital structure of your organization? Is your relationship with your board and/or manager working against you? “Managing up” is a conscious approach to working with your board/manager toward goals that are important to both of you. This session will discuss why “managing up” is critical to both effective leadership and quality authorizing, explore the challenges of “managing up,” and consider how you can strengthen your ability to manage effectively.

## MANAGEMENT ORGANIZATIONS: CULTIVATE AND ATTRACT BEST PERFORMERS

Tuesday, 10:45 AM–12:00 PM

Centennial Ballroom E

Advanced  
Panel Presentation  
For: Experienced Authorizers

Speakers:

Margo Roen (*Tennessee Achievement School District*)

Patrick Gavin (*Nevada State Public Charter School Authority*)

Elliot Smalley (*South Carolina Public Charter School District*)

 #EdPolicy, #EducationPolicy

Tags: [Oversight](#), [Management Organizations](#), [Transparency](#), [Governance](#), [Innovation](#)

Come hear from experienced authorizers and advocates on how to attract, cultivate, evaluate, and support high-performing charter management organizations. Learn how transparency, governance, innovation, and oversight strategies create an ecosystem that welcomes quality growth from both local talent and top national operators.

## DISTRICT AUTHORIZER COMMUNITY: HOW DO YOU INNOVATE?

**Tuesday, 10:45 AM–1:15 PM**  
**Fir**

**Advanced**  
**Community Session**  
**For: Experienced Authorizers**

Tags: [Community](#), [Districts](#), [Innovation](#)

 [#Innovation](#), [#Leadership](#)


For district authorizers, it often feels like there is little room for innovation in their authorizing environment; but, district authorizers are doing some pretty cutting-edge things in their work. Join NACSA's District Authorizer Community as its members share all of the new and exciting programs they have initiated in the last year. This session is intended for district authorizing professionals.

## DIVERSITY IN CHARTERS

**Tuesday, 10:45 AM–12:00 PM**  
**Interlocken Ballroom C**

**Advanced**  
**Panel Presentation**  
**For: ALL**

Speakers:  
Parker Baxter (NACSA)  
Jon Rosenberg (*Hebrew Charter School Center*)  
Angelica Ramsey (*Santa Clara County Office of Education*)  
Renita Thukral (*National Alliance for Public Charter Schools*)

 [#Education](#), [#Diversity](#),  
[#BlackEdu](#), [#LatinoEdu](#)

Tags: [Diversity](#)


This session will focus on state and authorizer roles relating to diversity in charters. Much of the federal and philanthropic impetus has been on so-called 90/90 schools (90+ percent black and Latino; 90+ percent students eligible for free/reduced price lunch). In that context, the potential for charters to also serve as vehicles for socioeconomic and racial integration has been constrained.

## IS “QUALITY” JUST A BUZZWORD: EVALUATING SCHOOL QUALITY

Tuesday, 10:45 AM–12:00 PM  
Centennial Ballroom F

Advanced  
Panel Presentation

For: Experienced Authorizers

 #Academic, #Performance

Speakers:

Kristin Hines (*Indianapolis Mayor's Office*)

Allison Bagg (*Massachusetts Department of Elementary and Secondary Education*)

Ruth Hersh (*Massachusetts Department of Elementary and Secondary Education*)

Tags: [Performance Management](#), [School Performance](#), [Qualitative Measures](#)

Central to our work is evaluating school performance to inform charter school monitoring levels and renewal, but what is the “correct” way? Determining what measures you use will depend on—among other things—authorizer preference, complexity, school mission, student populations, and your state’s accountability system. During this session we will learn how authorizers in the field are qualitatively measuring student success and school quality to make high-stakes decisions.

## ON THE FRONTIER: THE OPPORTUNITIES AND CHALLENGES OF RURAL CHARTERING

Tuesday, 10:45 AM–12:00 PM  
Interlocken Ballroom D

Advanced  
Panel Presentation

For: Experienced Authorizers

 #CharterSchools, #PublicSchools

Speakers:

Rural Colorado Authorizers and Charter School Leaders

Tags: [Districts](#), [Rural Authorizers](#)

Rural charters are relatively rare and don’t get nearly the same attention as their urban counterparts. But there are almost 800 rural charter schools across America, many serving students whose families and communities are facing severe economic and social upheaval and where the need for quality educational opportunity is great. Chartering in rural communities presents special challenges and opportunities for schools, authorizers, and families. Long distances makes school choice of any kind difficult. Fewer students means smaller schools which means smaller budgets. When rural authorizers are districts themselves, with only a few schools of their own, mistakes can be particularly impactful. Statewide authorizers must often oversee rural charters from hundreds of miles away, and they may lack perceived legitimacy in local communities. In this session, rural authorizers and charter school leaders will share their experiences and discuss ways to strengthen and expand rural chartering.

## VIRTUAL SCHOOLS BY THE NUMBERS: NATIONAL EXAMINATION OF ACADEMIC PERFORMANCE

**Tuesday, 1:30 PM–2:45 PM**  
**Centennial Ballroom F**

**Advanced**  
**Panel Presentation**  
**For: ALL**


Speakers:

Macke Raymond (*Center for Research on Educational Outcomes*)

James (Lynn) Woodworth (*Center for Research on Educational Outcomes*)

Robin Lake (*Center for Reinventing Public Education*)

Brian Gill (*Mathematica*)

 **#eLearning, #CharterSchools**

Tags: **Virtual, Academic Accountability**

Virtual schooling is increasingly coming under fire for lackluster performance. Lacking in many cases, however, is a national examination of performance using sophisticated analytical models. Are virtual schools as good or as bad as typically understood? A national study of virtual schools (to be released in Fall of 2015) by the Center for Research on Educational Outcomes (CREDO), Mathematica, and the Center on Reinventing Public Education (CRPE) will explore the academic performance and policy environment for virtual schools and is sure to produce intense dialogue.

## PEER-TO-PEER WORKSHOP: DEVELOPING A MISSION FOR QUALITY AUTHORIZING

**Tuesday, 1:30 PM–4:30 PM**  
**Interlocken Ballroom D**

**Foundational**  
**Workshop**  
**For: New and Emerging Authorizers**  
 **#MissionStatement**

Speakers:

Nelson Smith (*NACSA*)

Parker Baxter (*NACSA*)


Tags: **Mission**

Every successful organization relies on a clearly-articulated mission to guide its work. A strong mission states an organization's core purpose and reason for existence, as well as describes what it does to achieve its purpose. NACSA's *Principles & Standards* encourages authorizers to develop and publicize a mission for quality charter school authorizing. In this workshop, participants will work with each other to develop and refine mission statements for their organization's work as an authorizer. Participants should come prepared with a draft statement for feedback and refinement.

## PUTTING THE 'PUBLIC' IN PUBLIC CHARTER SCHOOLS: CHALLENGES AND OPPORTUNITIES

Tuesday, 1:30 PM–2:45 PM  
Interlocken Ballroom C

Foundational  
Panel Presentation

For: New and Emerging Authorizers  
 #Management, #EduLeadership

Speakers:

Katie Poulos (*New Mexico Public Education Department*)

Patrick Gavin (*Nevada State Public Charter School Authority*)

Ruth Hersh (*Massachusetts Department of Elementary and Secondary Education*)

Tags: [Equity](#), [Oversight](#), [Monitoring](#)

This session will guide authorizers in establishing and implementing accountability for charter school organizational performance, particularly in matters of equitable access and student rights. Through interactive, problem-solving discussion of real-world scenarios and policy choices, we will discuss ways for authorizers to ensure that schools are fulfilling legal obligations while maintaining granted autonomy.

## CAN THIS MARRIAGE LAST?: THE RENEWAL PROCESS

Tuesday, 1:30 PM–2:45 PM  
Centennial Ballroom E

Foundational  
Panel Presentation

For: New and Emerging Authorizers  
 #CharterSchools, #Applications

Speakers:

Cindy Schumacher (*Engler Center for Charter Schools  
at Central Michigan University*)

Beth Topoluk (*Friends of Education*)

Naomi DeVeaux (*DC Public Charter School Board*)

Tags: [Renewal](#), [Applications](#)

People don't marry to divorce. Authorizers don't charter schools to close them. But those things happen. What goes into those decisions? The focus of this session is quality renewal processes including: establishing clear and rigorous expectations (think pre-nup agreement), evaluation of those expectations and school responses (communication), and transparency in all parts of the process (honesty) to ultimately decide whether to renew a school's charter (recommitment ceremony) or not (divorce).


## HUMAN CAPITAL COACHES ON CALL

**Tuesday, 1:30 PM–2:45 PM**

**Adler**

**Advanced  
Peer Session**

**For: Experienced Authorizers**

 **#HumanCapital, #Management,  
#EduLeadership**

Speakers:

Darlene Chambers (*Ohio Alliance for Public Charter Schools*)

Amy Ruck Kagan (*Philadelphia Charter Schools for Excellence*)

Ethan Hemming (*Colorado Charter School Institute*)

Kasey Miller (*NACSA*)

Tags: **Human Capital, Management**

What's vexing you on the human capital front? Dealing with a difficult employee? Need guidance on creating effective job descriptions? Lacking an effective performance evaluation process? We're going to make a not-so-risky leap and guess that if you're not dealing with a management challenge right now, you have in the past and certainly will in the future. Bring your biggest management challenges to this session and the coaches and your peers will help you work through them. All attendees will benefit from the troubleshooting that will take place during our time together.


## AUTHORIZING FOR INNOVATION

**Tuesday, 1:30 PM–2:45 PM**

**Fir**

**Foundational  
Panel Presentation**

**For: ALL**

 **#Innovation, #Leadership**

Speakers:

Bryan Hassel (*Public Impact*)

Brandon Brown (*The Mind Trust*)

Kaitlyn Walker (*The Mind Trust*)

Michelle Gough McKeown (*Indiana Charter School Board*)

Tags: **Innovation, Sustainability**

Too many students in the US do not have access to the high-quality education that many charter schools provide, and the rate at which the charter sector is growing is not sufficient to serve all of the students who need better options. As a result, the next wave of sector development will need to foster more innovative models that take quality and scale to new levels. But how can authorizers best foster innovation in their portfolios? And how can they do so while maintaining a high bar for quality? This session will feature a lively discussion among authorizers who have grappled with these questions as well as researchers involved in an 18-month study by Public Impact and The Mind Trust to develop recommendations for meeting the challenge of innovation.

## CRISIS COMMUNICATIONS: “THAT WAS MY QUOTE?”

Tuesday, 1:30 PM–2:45 PM  
Spruce

Foundational  
Panel Presentation  
For: New and Emerging Authorizers  
 #Crisis, #Management

Speakers:

Gary Larson (*Larson Communications*)

Tomeika Bowden (*DC Public Charter School Board*)

Kisha Verduco (*Detroit Public Schools*)

Tags: [Closure](#), [Communications](#), [Media](#)

Far too often, authorizers are quoted in the media on the technical, wonky natures of closure and other critical school topics. Audience members will learn how to engage with the media on issues of accountability with heart.

## LESSONS LEARNED: PERFORMANCE MANAGEMENT AND ACCOUNTABILITY

Tuesday, 3:15 PM–4:30 PM  
Centennial Ballroom F

Advanced  
Peer Session  
For: Experienced Authorizers  
 #Frameworks

Speakers:

Katie Poulos (*New Mexico Public Education Department*)

Rashida Tyler (*DC Public Charter School Board*)

Tom Hutton (*Hawaii State Public Charter School Commission*)

Tags: [Performance Management](#), [Accountability](#), [Implementation](#)

So you've developed your framework and are in the process of implementing it, but it's not exactly smooth sailing. During this peer session, the audience and the session presenters will be one in the same—come ready to share! Together we will explore the roadblocks we have experienced implementing performance frameworks, and what we've done to ensure the integrity of the process is upheld. From communicating expectations, to dealing with shifting accountability systems and other challenges related to quantitative analysis, to having the capacity to evaluate schools and maintaining the political will to close the underperformers—during this session we will identify strategies to address these challenges and hear solutions tested by our authorizing peers.



## I KNOW WHAT YOU DID LAST MONTH: NAVIGATING THE WORK OF HEIGHTENED MONITORING AND INTERVENTIONS FOR STRUGGLING SCHOOLS

**Tuesday, 3:15 PM–4:30 PM**  
**Centennial Ballroom E**

**Foundational**  
**Case Study**

**For: New and Emerging Authorizers**

 **#RiskOversight**

Speakers:

Joshua Halsey (*Washington State Charter School Commission*)

William Haft (*NACSA*)

Tags: [Intervention](#), [Monitoring](#), [Communications](#)

Intervention is hard work. It means the authorizer needs to pay close attention to an individual school, not just on an annual or quarterly basis, but on a monthly or even weekly basis. Participants in this session will discuss challenges and strategies for effective intervention. In addition to the core substance of identifying, verifying, and requiring correction of problems, we will consider issues like communications with the school community; managing authorizer board and staff roles and responsibilities; and knowing when and where to draw the revocation line. The presenters will inform the discussion with insights and experience from a year-long intervention involving Washington State's first charter school.


## ONE FOR ALL AND ALL FOR ONE? NAVIGATING NETWORK ACCOUNTABILITY

**Tuesday, 3:15 PM–4:30 PM**  
**Interlocken Ballroom C**

**Advanced**

**Panel Presentation**

**For: Experienced Authorizers**

 **#Transparency**

Speakers:

Chris Gibbons (*STRIVE Preparatory School*)

Alyssa Whitehead-Bust (*Denver Public Schools*)

Margo Roen (*Tennessee Achievement School District*)

Tags: [Oversight](#), [Monitoring](#)

What happens when the unit of measure is the school, but the unit of operation is the network? What happens is a host of tensions and challenges: between the success of an individual site and the success of the network, between the operator's need for control and the public's need for transparency. In this session, authorizers and operator representatives will discuss these tensions and present strategies for resolving them.

## STRONGER TOGETHER: WORKING EFFECTIVELY WITH COALITIONS TO PROMOTE POLICY CHANGE

Tuesday, 3:15 PM–4:30 PM  
Fir

Advanced  
Case Study

For: Experienced Authorizers  
#Coalition, #BizStrategies

Speakers:

Duncan Kirkwood (*Alabama Black Alliance for Educational Options*)

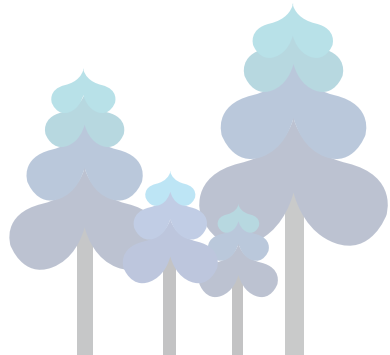
Sam Duell (*Education Collaborative*)

Paul O'Neill (*National Center for Special Education in Charter Schools*)

Jenna Hodgens (*Hillsborough County Public Schools*)

Tags: [Policy](#), [Coalitions](#), [Strategy](#)

Authorizers can have a powerful voice in shaping charter school policy. To do so effectively, authorizers can employ a range of strategies and tactics, and working with coalitions is often involved. Come learn how coalitions are working with authorizers and NACSA in a diverse group of states to bring about policy change. Come ready to discuss how you may be able to use these strategies in your environment.



## HEADS OF AUTHORIZING OFFICES COMMUNITY

**Tuesday, 3:15 PM–4:30 PM**  
**Spruce**


**Advanced  
Community Session**  
**For: Experienced Authorizers**  
 **#Leadership**

Tags: [Community](#), [Leadership](#)

While authorizing leaders often feel like they are on an island, they are not alone. Hundreds of heads of authorizing offices face the same leadership challenges and issues every day. Let's take a moment to discuss these problems of leadership with our colleagues in the NACSA Heads of Authorizing Offices Community. The content presented in this session is entirely Community-driven, and is aimed at discussing real challenges faced by authorizing leaders across the country.

## YOU'RE A WHAT?

**Tuesday, 3:15 PM–4:30 PM**  
**Adler**

**Foundational  
Panel Presentation**  
**For: ALL**  
 **#MyElevatorPitch, #30SecondElevatorPitch**

Speakers:

Corrie Leech (*NACSA*)

Earl Simms (*University of Missouri*)


Kisha Verduco (*Detroit Public Schools*)

Tags: [Communications](#), [Messaging](#)

Develop your elevator speech for being an authorizer. No more wonky descriptions leading people to respond, "You're a *what*?" Attendees will learn how to describe authorizing succinctly and routinely and will leave with the knowledge of what makes a message successful or not, as well as common misrepresentations he or she may need to address when describing the job.

## CHARTER AUTHORIZATION FOR SCHOOL RESTART

Wednesday, 10:45 AM–12:00 PM  
Interlocken Ballroom C

Advanced  
Panel Presentation  
For: Experienced Authorizers  
 #Schools4Learning

Speakers:

Tim Field (*Public Impact*)  
Margo Roen (*Tennessee Achievement School District*)  
Naomi DeVeaux (*DC Public Charter School Board*)  
Brenna Copeland (*EdPlex*)

Tags: [Restart](#), [Turnaround](#)

One strategy for addressing chronically failing schools that is gaining traction is “restarts”—defined by federal guidelines as closing and reopening a school under the management of a new operator. Data suggests that restart is one of the most effective turnaround approaches, and yet it represents only a small fraction of school turnaround efforts. This session will be a hands-on exploration of recommended best practices, identified based on a national survey supported by the Michael and Susan Dell Foundation. Participants will leave with practical guidance, appropriate for both new and experienced authorizers in the realm of school restart.

## QUALITY OPENINGS: MAKING THE VISION COME TO LIFE

Wednesday, 10:45 AM–12:00 PM  
Fir

Foundational  
Case Study  
For: New and Emerging Authorizers  
 #BrandNewSchool

Speakers:


Tiffanie Pauline (*Miami-Dade County Public Schools*)  
Molly McGraw Healy (*University of St. Thomas*)  
Karega Rausch (*NACSA*)  
Katie Piehl (*NACSA*)

Tags: [Legal](#)

Making the vision come to life—some applicants are better at this than others. The data demonstrate a call to action to pay closer attention to pre-operational schools. So how do authorizers assess when a charter school is ready to open? What are the necessary elements to have in place and what is the authorizer’s role in ensuring the school is ready for students? Even with a facility in place and enough students to fill the seats, some schools are still not ready to educate. Come ready to share! During this session we will discuss why a focus on readiness is critical and hear from the audience strategies to not only assess school readiness, but ensure schools are set up to implement the highest possible quality programming. We will engage in conversation around what standards, processes, and environments are most likely to ensure schools have the highest likelihood of success.

## WASHINGTON STATE: WHAT NOW? WHO'S NEXT?

**Wednesday, 10:45 AM–12:00 PM**  
**Centennial Ballroom E**

**Advanced**  
**Panel Presentation**  
**For: Experienced Authorizers**  
 **#WACCharterSchools**

Speakers:

Bill Bethke (*Kutz & Bethke*)

Andrew Broy (*Illinois Network of Charter Schools*)


Renita Thukral (*National Alliance for Public Charter Schools*)

Tags: [Legal](#), [Washington State](#)

On September 4th, 2015, the Washington State Supreme Court overturned the state's recently-enacted charter school statute, concluding that Washington's public charter schools violate the "common schools" provision of the state constitution because they are governed by non-elected school boards. Moreover, the court's language (known as dicta) suggests an expansive interpretation of the state constitution's "general and uniform" provision, creating the possibility of continued adverse rulings in Washington State and the possibility of new adverse rulings against charter schools in other states. During this session, the Chairman of the Washington State Charter School Commission and charter school attorneys from two other states that have faced similar constitutional challenges will unpack the Washington State Supreme Court decision and what it means for the nascent-and-growing Washington State charter school community. Together, we will learn from the panelists' collective wisdom on what makes a charter statute vulnerable in light of the decision and what remedies may be available should these kinds of attacks proliferate.

## DOES ONE SIZE FIT ALL? DIFFERENTIATED OVERSIGHT—WHAT IS IT AND HOW CAN IT BE USEFUL?

**Wednesday, 10:45 AM–12:00 PM**  
**Centennial Ballroom F**

**Advanced**  
**Peer Session**  
**For: Experienced Authorizers**  
 **#ClearOversight, #NACSAcon**

Speakers:

Amy Ruck Kagan (*Philadelphia Charter Schools for Excellence*)

Harry Lee (*New Jersey Department of Education*)

Kristina Catani (*Tennessee Achievement School District*)

Tags: [Accountability](#), [Oversight](#), [Monitoring](#), [Intervention](#)

The education sector is all abuzz about differentiated instruction for students: the idea that if not all students learn the same, perhaps they shouldn't be taught the same. Does the same concept flow through to an authorizer's oversight of its charter schools that, if not all charter schools perform the same, they shouldn't be overseen the same? This session will cover ways that an authorizer can differentiate its oversight to prioritize its limited resources and more effectively oversee its schools.

## “FAUX-COUNTABILITY”: CHARTER HOSTILITY MASQUERADING AS ACCOUNTABILITY


Wednesday, 10:45 AM–12:00 PM  
Interlocken Ballroom D

Speakers:

James Merriman (*New York City Charter School Center*)

Christine Lopes Meltcafe (*RI-CAN*)

Jeremiah Grace (*Northeast Charter Schools Network*)

Advanced  
Panel Presentation  
For: Experienced Authorizers  
 #EducationPolicy,  
#EdPolicy

Tags: [Accountability](#), [Transparency](#), [Policy](#)

The reform of charter school accountability and transparency laws can be a boon for authorizers and the public—but in the wrong hands these efforts can spell trouble for the charter movement. This year saw an uptick in sophisticated so-called “charter school accountability” proposals that would have degraded school autonomy and dramatically curtailed the power of authorizers, with surprising results. Come learn the common markers of these “faux-ccountability” policies and how to combat these issues if they arise in your state.

## IT’S NOT THEM, IT’S YOU! HOW MANAGERS HOLD THE KEY TO EMPLOYEE ENGAGEMENT


Wednesday, 10:45 AM–12:00 PM  
Spruce

Speakers:

Mary Bradley (*Engler Center for Charter Schools at Central Michigan University*)

Sagar Gohkale (*Chicago Public Schools*)

Joshua Halsey (*Washington State Charter School Commission*)

Foundational  
Panel Presentation  
For: New and Emerging Authorizers  
 #Leadership, #EduLeadership,  
#Management, #EduLeaders

Tags: [Human Capital](#), [Management](#), [Employee Engagement](#)

How clear are your team members’ roles and responsibilities? When was the last time you recognized your team members for doing good work? How your employees answer these (and other) key questions is directly related to their level of engagement at work. Come explore the connection between effective management and employee engagement and walk away with a plan to start strengthening your management muscles to enhance your team’s engagement.

## JOINING FORCES

**Wednesday, 10:45 AM–12:00 PM**

**Adler**

Speakers:

Laura J. McGowan-Robinson (*California Charter Schools Association*)

Tomeika Bowden (*DC Public Charter School Board*)

Robert Bellafiore (*Stanhope Partners*)

Tags: **Communications, Coalitions**

Creating better educational outcomes for all children takes a broad coalition of authorizers, school operators, lawmakers, funders, CSOs, and others united behind the same public message. This session will teach attendees strategies for managing a coalition's public message in states with multiple authorizers.

**Advanced  
Panel Presentation  
For: Experienced Authorizers**  
 **#Coalitions**

## SCHOOLS FOR ALL: EVALUATING PROGRAMS FOR STUDENTS WITH DISABILITIES

**Wednesday, 1:30 PM–2:45 PM**

**Centennial Ballroom F**

Speakers:


Lauren Mornado Rhim (*National Center for Special Education in Charter Schools*)

Paul O'Neill (*National Center for Special Education in Charter Schools*)

Azure Angelov (*University of Indianapolis*)

Tags: **Equity, SPED**

Authorizers must evaluate applicants' capacity to develop quality programs for students with disabilities and subsequently assess the programs during the operational and renewal stages. Key questions authorizers need to be prepared to consider include: How does an authorizer determine whether a prospective school operator has a viable plan and the capacity to implement it? How should the program's implementation be monitored once approved? How should the program be evaluated for use in high-stakes decisions? What consequences will be leveraged should a charter school not fulfill its responsibilities related to students with disabilities? This session will provide authorizers with practical tools for answering these questions and fulfilling their responsibilities and an opportunity to discuss emerging practices with other authorizers committed to ensuring all students can access and succeed in charter schools.

**Foundational  
Panel Presentation  
For: New and Emerging Authorizers**  
 **#SpecialEducation, #CharterSchools,  
#SpecialNeeds**

## PEER-TO-PEER WORKSHOP: ANNUAL PERFORMANCE REPORTING

Wednesday, 1:30 PM–4:30 PM  
Spruce


Foundational  
Workshop

Speakers:

Mary Bradley (*Engler Center for Charter Schools at Central Michigan University*)

Amy VanAtten Densmore (*Engler Center for Charter Schools at Central Michigan University*)

Derrick Stair (*Engler Center for Charter Schools at Central Michigan University*)

For: New and Emerging Authorizers  
 #Performance, #CharterSchools  
#AnnualReports

Tags: [Transparency](#), [Accountability](#)

Full transparency between an authorizer and its schools promotes school quality. When contracts contain explicit goals and authorizers create performance frameworks showing what acceptable progress looks like, it becomes relatively easy to give schools detailed, annual feedback based on data the authorizer has collected over the past year. Annual reporting each school's academic, financial, and organizational performance is a critical component of a strong accountability system. In this workshop, participants will learn about the nuts and bolts of developing annual reports on charter school performance and about the practical and political challenges of developing and implementing one. Through coaching and feedback with facilitators and each other, participants will develop a project plan for issuing annual reports to the schools in their portfolios.

## QUALITY PROFESSIONAL DEVELOPMENT ON A SHOESTRING

Wednesday, 1:30 PM–2:45 PM  
Adler

Foundational  
Workshop


Speakers:

Sagar Gokhale (*Chicago Public Schools*)

Kasey Miller (*NACSA*)

Kristin Hines (*Indianapolis Mayor's Office*)

Jobi Cates (*NACSA*)

For: New and Emerging Authorizers  
 #ProfessionalDevelopment,  
#Leadership, #Influence

Tags: [Human Capital](#), [Professional Development](#)

We all know that providing our teams with ongoing professional development is key to not only great performance, but also high engagement. Unfortunately, as much as we wish we could provide our teams with everything their hearts' desire in terms of growth experiences, most of us do not have huge PD budgets, if we have one at all! You will leave this interactive session with ideas you can implement right away along with a high-level plan for delivering ongoing professional development for little to no cost.




## THE AUTHORIZER'S ROLE IN CITYWIDE EDUCATION STRATEGIES

**Wednesday, 1:30 PM–2:45 PM**  
**Centennial Ballroom E**

**Advanced**

**Panel Presentation**

**For: Experienced Authorizers**

 **#PublicSchools, #CharterSchools, #SchoolDistricts**

Speakers:

Brenna Copeland (*EdPlex*)

Sarah Yatsko (*Center for Reinventing Public Education*)

Amy Hertel (*Education Cities*)

Katie Piehl (*NACSA*)

Tags: **District Authorizing, Strategy**

An increasing number of key leaders in the education space—elected officials, education nonprofits, foundations, school systems—are discussing citywide strategies that aim to increase the number of high-quality seats in communities across the country. Through active participation in the discussion, attendees to this session will contemplate the authorizer's role as a critical partner in new approaches to education reform. We will learn the perspectives of individuals and organizations that are part of the conversation nationally and who are beginning to debate, design, and implement these strategies. Should we actively seek opportunities to elevate the role of the authorizer and think of our work as an important component of larger citywide strategies? What conditions are necessary to bring about cooperative dialogue among key stakeholders that may have differing approaches to this work but a similar goal for the community's children? Join us as we aim to inspire individuals to get outside of their lanes and think about their role from a broader perspective.

## CUTTING THROUGH THE NOISE—WHAT IS REALLY CHANGING IN FEDERAL CHARTER SCHOOL POLICY?

**Wednesday, 1:30 PM–2:45 PM**  
**Interlocken Ballroom C**

**Foundational**

**Panel Presentation**

**For: ALL**

 **#Federal, #Policy, #EducationPolicy, #EdPolicy**

Speakers:

US Department of Education

Amanda Fenton (*NACSA*)

Tags: **ESEA Act, Federal Policy, Authorizing**

The reauthorization of the Elementary and Secondary Education Act has been the federal policy de jour for much of 2015. While politicians have been throwing around ideas about opt-out and Title 1 restructuring, behind the scenes other lesser known federal policy changes are going on that impact authorizer quality, charter school oversight, and charter school accountability. What should you be paying attention to now and in the coming year, and what is really changing? Come learn the latest about the intersection of federal policy and authorizing and what you should be taking home to your office and your schools.

## FINANCE FOR FINANCE DUMMIES

Wednesday, 1:30 PM–2:45 PM

Fir

Foundational  
Workshop

Speakers:

Brian Peterson (*CliftonLarsonAllen LLP*)

Whitney Spalding Spencer (*NACSA*)

Nadja Michel-Herf (*Indianapolis Mayor's Office*)



For: New and Emerging Authorizers  
#Financial, #CharterSchools, #Finance,  
#AuditOversight, #FinancialOversight

Tags: [Oversight Monitoring](#), [Finance](#)

Are you unsure if being a “going concern” is a good or bad thing? Do you know what having an unqualified opinion in an audit really means? Don't worry; we won't tell. It's critical for authorizers to be able to understand and evaluate charter school finance. And even if you've “got a guy” in your office who covers this, it's good PD for the whole staff. If you want to know the basics of how to read an audit, how to identify red flags in a financial statement, and what ratios you can run to quickly test a school's near-term and long-term viability—all explained in a way that non-financial experts can understand—this is the place for you. We'll go through real financial documents together and leave plenty of time for questions.

## MAKING IT COUNT: ASSESSING THE TALENT OF APPLICANT TEAMS

Wednesday, 1:30 PM–2:45 PM

Interlocken Ballroom D

Foundational  
Panel Presentation

Speakers:

Theda Sampson (*Thomas B. Fordham Foundation*)

Marian Schutte (*Mississippi Charter School Authorizer Board*)

Mikayla Lytton (*DC Public Charter School Board*)



For: New and Emerging Authorizers  
#InterviewEd, #InterviewTips,  
#InterviewHelp

Tags: [Applications](#), [Interviews](#), [External Review Panels](#)

Conducting capacity interviews and using external reviewers are two of NACSA's essential practices for quality authorizing. They are critical tools for determining whether an applicant group should be entrusted with millions of taxpayer dollars and the futures of the students you serve. To get the most out of your limited time with an applicant team, the external reviewers and the interviews they conduct should be used to answer critical questions, gather new evidence, and test the applicant team's capacity to execute the plan they've presented. This session will provide participants with concrete tips and tools for structuring strong external review panels and for conducting quality, insightful interviews.



## WHAT ARE AUTHORIZERS STRONG (AND WEAK) AT? RESEARCH FINDINGS ON AUTHORIZING PRACTICES

**Wednesday, 3:15 PM–4:30 PM**  
**Centennial Ballroom F**

**Foundational  
Panel Presentation**  
**For: ALL**  
 **#Leadership**

**Speakers:**

Meghan Hokom (*Safal Partners*)

Karega Rausch (*NACSA*)

Sean Conlan (*NACSA*)

Sherry Tracewski (*NACSA*)

Tags: **Authorizer Evaluations, Research**

Using a content and thematic coding method on the 40+ evaluations NACSA has conducted with authorizers over the last decade, this presentation will present new research evidence on areas of strength and challenge authorizers across the country face. Participants will also learn about how those strengths and weaknesses may differ by authorizing context—for example, what authorizing practices differ the longer an authorizer in operation, and do authorizing practices differ by the number of staff an authorizer has?

## ENABLING SUCCESS: HOW AUTHORIZERS CAN PROMOTE STRONG ENGLISH LANGUAGE LEARNER PROGRAMS

**Wednesday, 3:15 PM–4:30 PM**  
**Centennial Ballroom E**

**Foundational  
Panel Presentation**  
**For: New and Emerging Authorizers**  
 **#ELL, #EdChat**

**Speakers:**

Renita Thukral (*National Alliance for Public Charter Schools*)

Lauren Baum (*Civil Rights Solutions*)

Tags: **Equity, ELL**

As public schools, charter schools must be open to all children, including students whose native language is not English. This session will explore the role and responsibilities of authorizers in ensuring that charter schools are open to and are serving English Language Learners (ELLs). Participants will learn about the legal rights of ELLs and the obligations of schools, as well as share strategies and resources for enabling quality ELL programming and open access and adequate services in schools without overstepping school autonomy.

**Wednesday: Session Six** [October 21, 2015]

**Thursday: Discussion Den** [October 22, 2015]

## KEEPING KIDS FIRST IN SCHOOL CLOSURE

**Wednesday, 3:15 PM–4:30 PM**  
**Interlocken Ballroom D**

Speakers:

Theda Sampson (*Thomas B. Fordham Foundation*)

Tom Hutton (*Hawaii State Public Charter School Commission*)


Don Soifer (*DC Public Charter School Board*)

Tags: [Renewal](#), [Closure](#)

Charter school closure inevitably disrupts the lives of students. By having and executing a clear closure plan complete with clear communications, a focus on student reenrollment, and a well-supported closure justification unlikely to drag out through a long appeals process, authorizers can minimize the negative impacts on a failing school's current students, while also ensuring that no more students ever enroll in the school. This session will share lessons, techniques, and tools for keeping kids first in school closure.

**Foundational  
Panel Presentation**

**For: New and Emerging Authorizers**

 **#CharterSchools,  
#KidsFirst, #Closure**

## GATHER, VERIFY, TRACK: AN APPROACH TO DUE DILIGENCE

**Wednesday, 3:15 PM–4:30 PM**  
**Fir**

Speakers:

Elisa Westapher (*NACSA*)

Jenna Hodgens (*Hillsborough County Public Schools*)


Adam Emerson (*Florida Department of Education*)

Tags: [Applications](#), [Due Diligence](#)

The greatest indicator of future performance is past performance. Many charter school applicants are experienced operators with a track record. NACSA's *Principles & Standards for Quality Charter School Authorizing* state that when experienced charter school operators apply for a new school, the authorizer should conduct "due diligence to examine the applicant's experience and capacity." During this session, participants will be introduced to NACSA's *Charter Operator Tracker (Beta)* and learn how due diligence leads to improved decision-making. The session will share lessons, techniques, and tools for keeping kids first in school closure.

**Foundational  
Panel Discussion**

**For: New and Emerging Authorizers**

 **#CharterSchools, #KidsFirst,  
#DueDiligence**



## ON THE ROAD: NACSA'S POLICY REPORT

**Wednesday, 3:15 PM–4:30 PM**  
**Interlocken Ballroom C**

**Foundational**  
**Panel Presentation**

Speakers:

Lisa Graham Keegan (*A for Arizona*)

Damon Gardenhire (*The Walton Family Foundation*)

Christina Ricordati (*NACSA*)

Eileen Sigmund (*Arizona Charter Schools Association*)

Tags: **Policy**

Hear what's new in charter school policy and how NACSA's policy report can help you further your policy goals. Understand our methodology and get a sneak peak at our new case studies that will be part of this year's report.

## WHO'S DOING WHAT?: STAFFING FOR SUCCESS

**Wednesday, 3:15 PM–4:30 PM**  
**Adler**

**Foundational**  
**Peer Session**

Speakers:

Mary Bradley (*Engler Center for Charter Schools at Central Michigan University*)

Molly McGraw Healy (*University of St. Thomas*)

Tags: **Human Capital, Organizational Structure**

How much thought have you given to how your office is structured? Is your team full of generalists or specialists? Does each staff member have a roster of schools they own? Do you organize by function or geography? Come discuss the pros and cons of various organizational structures and spend some time thinking about what possible structures could be most effective for your office, staff, resources, and needs.

## DISCUSSION DEN: SPEEDY "AH-HAH'S" FROM THE CONFERENCE

**Thursday, 10:45 AM–11:45 AM**  
**Interlocken C&D**

**For: ALL**

 **#NACSAcon, #AhHahMoment, #DiscussionDen**

It's almost time to go, but surely you can have one more cup of coffee in the den and share some "ah-hahs" with your fellow attendees. What were your favorite insights or ideas from the past several days? Hear what others found inspiring and relevant.

# NACSA NATIONAL ADVISORY BOARD

**Steve Barr** [Chair, *California Democrats for Education Reform*; Founder, *Green Dot Public Schools*]

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**The Honorable Mary Landrieu** [U.S. Senator (*Louisiana*)]

**Phyllis Lockett** [CEO, *LEAP Innovations*]

**Terence Patterson** [Program Director for Education, *Hyde Family Foundations*]

**Nina Rees** [President and CEO, *National Alliance for Public Charter Schools*]

**Andy Rotherham** [Co-founder and Partner, *Bellwether Education*]

**Joe Siedlecki** [Program & Policy Officer, U.S. Education, *Michael & Susan Dell Foundation*]

**Marc Sternberg** [Director, Systemic K-12 Education Reform Focus Area, *Walton Family Foundation*]

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## NACSA BOARD OF DIRECTORS

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**Rick Hess** [Director of Education Policy Studies, *American Enterprise Institute*]

**James Merriman** [CEO, *New York City Charter School Center*]

**Hanna Skandera** [Secretary of Education, *New Mexico Public Education Department*]

**Greg Richmond** [President & CEO, *National Association of Charter School Authorizers*]

## PRINCIPLES & STANDARDS

First established in 2004, the *Principles & Standards for Quality Charter School Authorizing* reflect the lessons learned by For: Experienced Authorizers. This foundational resource has been used to guide authorizing practices across the country and is referenced in state statutes. It focuses on the ends that authorizers should aim to attain in creating and upholding high expectations for the schools they charter while recognizing there are many means of getting there. The Principles articulate a set of beliefs about quality charter school authorizing. The Standards identify core authorizer responsibilities and describe how the principles are upheld within each responsibility. Consult this resource often as a guide to understanding and fulfilling the critical responsibilities of charter school authorizers.

<http://www.qualitycharters.org/for-authorizers/principles-and-standards>

## 12 ESSENTIAL PRACTICES

Since the start of the charter movement, authorizing practices have evolved. We know what practices are critical to fostering high-performing charter schools. We recognize our duties to ensure the autonomy of the schools we oversee, to protect the rights of students and the public, and to close schools that are not living up to our expectations. Authorizers play a vital role within the charter school community. By implementing the 12 Essential Practices, we help pave the way for every charter to be a great educational option for children.

<http://www.qualitycharters.org/for-authorizers/12-essential-practices>

## KNOWLEDGE CORE

Knowledge Core is an online learning platform that offers courses, tools, and templates for authorizers at every level. From the basics of authorizing to advanced topics, NACSA Knowledge Core provides a rich array of resources. Learning modules include discussion and reinforcement of best practices and succinct topical interviews with leaders in the field.

<http://www.qualitycharters.org/for-authorizers/tools-for-authorizers>





## CHARTER OPERATOR TRACKER (BETA)

A new database of information about charter school management organizations and the schools they operate. Launched August 2015, the beta version focuses on Florida, a state where nearly 45 percent of charter schools work with management organizations.

<http://www.qualitycharters.org/for-authorizers/tools-for-authorizers/charter-operator-tracker>

## PROFESSIONAL SERVICES

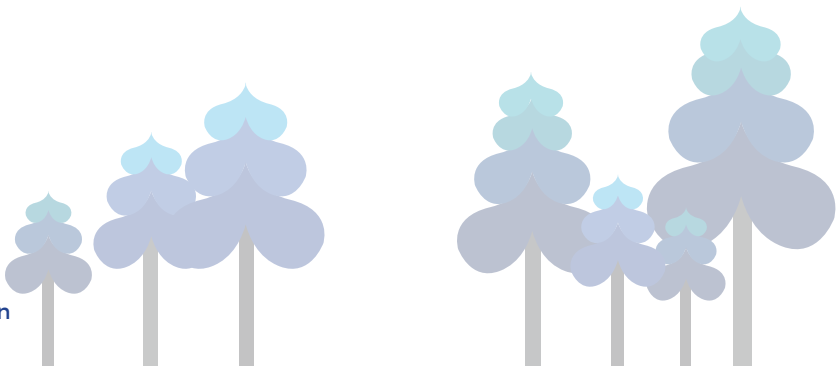
Authorizer Development provides direct services to improve authorizer practices. Since 2009, we've provided guidance to authorizers that, together, oversee more than half of our nation's charter schools. We have worked with authorizers of all sizes and in all geographies. We can adapt our strategies to meet the needs of any authorizer—both staff and board—and its community.

<http://www.qualitycharters.org/for-authorizers/professional-services>

## MEMBERSHIP

Authorizers stand behind creating better public schools in a challenging system, a better education for all kids, and a better way to get there. NACSA supports authorizers in becoming great with on-the-job resources and a professional network.

<http://www.qualitycharters.org/for-authorizers/become-a-member>





# CONTACTS

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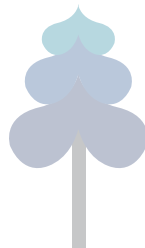
## CONTENT LEVELS

### ***Advanced***

Covers more nuanced aspects of a topic; may involve a single case study or scenario. Suitable for For: Experienced Authorizers.

### ***Foundational***

Covers a more basic and comprehensive overview of a topic. Suitable for new or emerging authorizers with no or limited experience/knowledge.



## SESSION FORMATS

### ***Super Session***

In this format, attendees will engage with a specific critical issue in the sector and learn from observing and listening to discussion. Super Sessions are open to all attendees.

### ***Workshop***

In this format, attendees will understand how to use and implement a tool or resource; grapple with a case-study to investigate and learn about particular areas of interest or concepts; and/or gather thoughts and advice from other attendees on a particular problem or challenge they are facing related to a particular topic.

### ***Case Study***

In this format, attendees will learn by engaging with an up-close, in-depth, and detailed examination of a topic or concept.

### ***Panel Presentation***

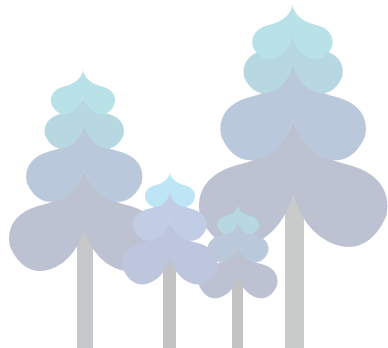
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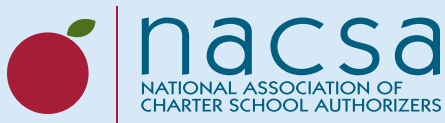
### ***Peer Session***

In this format, the agenda is created by the attendees at the beginning of the session. Peer sessions typically feature open discussions around selected topics rather than having a single speaker at the front of the room presenting. Attendees generally have a higher level of expertise on a given subject.

### ***Community Session***

In this format, sessions are led by members of the NACSA Communities. These groups allow authorizers with mutual interests to meet, share resources, and collaborate through a variety of methods to advance practice, build networks, and foster a professional community of authorizers committed to quality.





NACSA is an independent voice for effective charter school policy and thoughtful charter authorizing practices that lead to more great public schools.

Visit NACSA's website for additional resources developed to aid authorizers in the implementation of quality practices in charter school authorizing.

**[www.qualitycharters.org](http://www.qualitycharters.org)**



## PROGRAM UPDATES

### Wednesday, October 21

#### Authorizer Accountability: How Should Quality Authorizing Be Measured?

**Wednesday, 9:00 AM–10:30 AM**  
**Interlocken Ballroom A**

**Speakers:**

David Greenberg (*Audubon Center of the North Woods*)  
Ethan Hemming (*Colorado Charter School Institute*)  
Nora Flood (*Colorado League of Charter Schools*)  
Karega Rausch, Moderator (*NACSA*)

#### Open to All: The Authorizer's Role in Ensuring Fair and Open Enrollment in Charter Schools

**Wednesday, 9:00 AM–10:30 AM**  
**Interlocken Ballroom B**

**Speakers:**

Cliff Chuang (*Massachusetts Department of Elementary and Secondary Education*)  
James Merriman (*New York City Charter School Center*)  
Tiffanie Pauline (*Miami-Dade County Public Schools*)  
Lauren Mornado Rhim (*National Center for Special Education in Charter Schools*)  
Parker Baxter, Moderator (*NACSA*)

#### Washington State: What Now? What Next?

**Wednesday, 10:45 AM–12:00 PM**  
**Centennial Ballroom E**

**Speakers:**

Bill Bethke (*Kutz & Bethke*)  
Andrew Broy (*Illinois Network of Charter Schools*)  
Renita Thukral (*National Alliance for Public Charter Schools*)  
Steve Sundquist (*Washington State Charter School Commission*)



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Steve Sundquist (*Washington State Charter School Commission*)



## PROGRAM UPDATES

Thursday, October 22

### Chartering at Scale: Challenges and Opportunities for Authorizers

Thursday, 9:00 AM–10:30 AM  
Interlocken Ballroom A

Speakers:

Robin Lake (*Center for Reinventing Public Education*)  
Van Schoales (*A+ Denver*)  
Kisha Verduco (*Detroit Public Schools*)  
Greg Richmond (*NACSA*)

### Transparency and the Public Interest: What Role do Authorizers Play?

Thursday, 9:00 AM–10:30 AM  
Interlocken Ballroom B

Naomi DeVaux (*DC Public Charter School Board*)  
Renita Thukral (*National Alliance for Public Charter Schools*)  
Gail Greely (*Alameda County Office of Education*)  
Nelson Smith, Moderator (*NACSA*)



## PROGRAM UPDATES

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