



STATE OF NEW MEXICO
PUBLIC EDUCATION DEPARTMENT
300 DON GASPAR
SANTA FE, NEW MEXICO 87501-2786
Telephone (505) 827-5800
www.ped.state.nm.us

RYAN STEWART, ED.L.D.
SECRETARY OF EDUCATION

MICHELLE LUJAN GRISHAM
GOVERNOR

Preliminary Analysis of Renewal Application and Site Visit

School Name: La Academia Dolores Huerta

School Address: 400 Bell Avenue, Las Cruces, New Mexico 88005

Head Administrator: Sylvy Galvan de Lucero

Business Manager: Mary Hagemann

Authorized Grade Levels: 6-8

Authorized Enrollment: 300

Contract Term: July 1, 2019 – June 30, 2021

Mission: *“La Academia Dolores Huerta’s mission is to create an engaging culturally diverse educational program of the arts and languages that enable LADH middle school students to achieve high personal growth and strong social-cultural identity that leads to academic success.”*

Summary of Performance

Academic. As a result of the school's 2-year charter contract, La Academia Dolores Huerta (LADH) does not have any state-level academic data available, in respect to the 2019-20 school year.

It is noted that going into this contract term, the school demonstrated growth in their Reading proficiency from 8% in 2017-18 to 16% in 2018-19 and slight growth in their Math proficiency from 2% in 2017-18 to 3% in 2018-19 academic year(s). These proficiency rates are significantly lower than the State average which is 34% for Reading proficiency and 21% for Math proficiency in 2018-2019.

Pending the charter contract renewal decision, the Charter School Division will recommend that the school be required to implement a rigorous academic improvement plan, approved by the Public Education Commission.

Financial. Over the course of the contract, the school received four (4) audit findings derived from published audited financial statements from 2018-2019 including one (1) material weakness and three (3) repeat, noncompliance/other matter items. LADH is on a quarterly reporting schedule. The business manager is responsive and reports in a timely manner. Smaller corrections on reports have been required to achieve budget approvable status.

LADH's membership counts have shown consistent downward trends throughout the past couple of years, which suggest the school will have challenges in achieving their financial goals set forth in their current budget. Although the school has a healthy cash balance, the distribution of expenses rank very high in administrative support costs over direct instruction. With the lower than expected membership, the school will need to make considerable changes to ensure expenses are prioritized in the classroom.

Pending the charter contract renewal decision, the Charter School Division will recommend that the school be required to implement a rigorous financial improvement plan, approved by the Public Education Commission.

Organizational. During the most recent year evaluated (2019-20), the school received two (2) "Falls Far Below Standard" indicator ratings and ten (10) "Working to Meet Standard" ratings in their organizational performance framework.

Pending the charter contract renewal decision, the Charter School Division will recommend that the school be required to implement a rigorous organizational improvement plan, approved by the Public Education Commission.

PART A:	Data analysis provided by CSD Please see Part A - Summary Data Report based on accountability and reporting data from Current Charter Contract term
PART B:	Progress Report provided by the School Please see Part B for the school's self-report on the progress of meeting the academic performance, financial compliance and governance responsibilities of the charter school, including achieving the goals, objectives, student performance outcomes, state standards of excellence and other terms of the charter contract, including the accountability requirements set forth in the Assessment and Accountability Act during the Current Charter Term.

The PED team reviewed the school's Part B (Progress Report) and conducted a virtual renewal site visit on October 28, 2020.
Ratings are based on the rubric provided in the application.

Section	Indicator	Final Rating
ACADEMIC PERFORMANCE		
1.a	Department's Standards of Excellence— NM System of School Support and Accountability 2019-2020: <i>No data available for schools</i>	
1.b	School Specific Goal <ul style="list-style-type: none"> • Community Service and Cultural Competence Due to statewide school closures, the school was unable to complete the community service hours at the end of 2020 and have been unable to implement the project for this school year. 	
FINANCIAL COMPLIANCE		
2.a	Audit Schools that have received no material weakness, significant deficiency, or repeat audit findings in each of the annual audits during the term of the contract do NOT complete this Section. <i>[Organizational Performance Framework 2a and 2b]</i> <i>[Organizational Performance Framework 2a-2e]</i>	<i>Failing to Demonstrate Substantial Progress</i>
2.b	Board of Finance Schools that have maintained all Board of Finance authority during the entire term of the contract do NOT complete this Section. If required to complete this section, provide a narrative explaining the actions taken (improved practices and outcomes).	<i>Meets the Standard</i>

2c	<p>Additional Financial Information</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="4" style="background-color: #fff9c4; text-align: center;">LA ACADEMIA DOLORES HUERTA</th> </tr> <tr> <th colspan="4" style="text-align: center;">MEMBERSHIP</th> </tr> </thead> <tbody> <tr> <td style="text-align: right;">Enrollment CAP</td> <td style="text-align: right;">200</td> <td></td> <td></td> </tr> <tr> <td style="text-align: right;">2021 Budgeted MEM</td> <td style="text-align: right;">81</td> <td></td> <td></td> </tr> <tr> <td style="text-align: right;">Actual 40 Day 10-01-2020</td> <td style="text-align: right;">71</td> <td></td> <td></td> </tr> <tr> <td colspan="4" style="background-color: #cccccc;"></td> </tr> <tr> <td style="text-align: right;">Funded Membership</td> <td style="text-align: right;">163</td> <td style="text-align: right;">120</td> <td></td> </tr> <tr> <th colspan="4" style="text-align: center;">OPERATIONAL EXPENSES vs. REVENUE</th> </tr> <tr> <td></td> <td></td> <th style="text-align: right;">2018-19</th> <th style="text-align: right;">2019-20</th> </tr> <tr> <td style="background-color: #e8f5e9;">Direct Inst</td> <td style="text-align: right;">1000</td> <td style="text-align: right;">614,203</td> <td style="text-align: right;">561,315</td> </tr> <tr> <td style="background-color: #e8f5e9;">Student Sup</td> <td style="text-align: right;">2100</td> <td style="text-align: right;">73,388</td> <td style="text-align: right;">76,982</td> </tr> <tr> <td style="background-color: #e8f5e9;">Instrtnl Sup</td> <td style="text-align: right;">2200</td> <td style="text-align: right;">1,864</td> <td style="text-align: right;">455</td> </tr> <tr> <td style="background-color: #ffe0b2;">Central Admin</td> <td style="text-align: right;">2300</td> <td style="text-align: right;">238,464</td> <td style="text-align: right;">270,712</td> </tr> <tr> <td style="background-color: #ffe0b2;">School Admin</td> <td style="text-align: right;">2400</td> <td style="text-align: right;">27,497</td> <td style="text-align: right;">28,342</td> </tr> <tr> <td style="background-color: #ffe0b2;">Central Svcs</td> <td style="text-align: right;">2500</td> <td style="text-align: right;">163,567</td> <td style="text-align: right;">169,725</td> </tr> <tr> <td>Maint/Ops</td> <td style="text-align: right;">2600</td> <td style="text-align: right;">102,322</td> <td style="text-align: right;">78,699</td> </tr> <tr> <td>Food Svc</td> <td style="text-align: right;">3100</td> <td style="text-align: right;">15,987</td> <td style="text-align: right;">15,391</td> </tr> <tr> <td>Other</td> <td style="text-align: right;">other</td> <td style="text-align: right;">121</td> <td></td> </tr> <tr> <td>Total Operating Exp</td> <td></td> <td style="text-align: right; border-top: 1px solid black;">1,237,413</td> <td style="text-align: right; border-top: 1px solid black;">1,201,620</td> </tr> <tr> <td>Total Operational Rev</td> <td></td> <td style="text-align: right;">1,315,298</td> <td style="text-align: right;">1,218,875</td> </tr> <tr> <td>Surplus</td> <td></td> <td style="text-align: right;">77,885</td> <td style="text-align: right;">17,255</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right;">6%</td> <td style="text-align: right;">1%</td> </tr> <tr> <td>Year End CASH balance</td> <td></td> <td style="text-align: right;">295,484</td> <td style="text-align: right; background-color: #fff9c4;">312,739</td> </tr> <tr> <th colspan="4" style="text-align: center;">DISTRIBUTION OF EXPENSES</th> </tr> <tr> <td style="background-color: #e8f5e9;">Instructional Cost</td> <td></td> <td style="text-align: right;">689,455</td> <td style="text-align: right;">638,752</td> </tr> <tr> <td style="background-color: #e8f5e9;">% of total operating exp</td> <td></td> <td style="text-align: right;">56%</td> <td style="text-align: right;">53%</td> </tr> <tr> <td style="background-color: #e8f5e9;">Per student membership</td> <td></td> <td style="text-align: right;">\$4,230</td> <td style="text-align: right;">\$5,323</td> </tr> <tr> <td style="background-color: #ffe0b2;">Admin Support</td> <td></td> <td style="text-align: right;">429,528</td> <td style="text-align: right;">468,779</td> </tr> <tr> <td style="background-color: #ffe0b2;">% of total operating exp</td> <td></td> <td style="text-align: right;">35%</td> <td style="text-align: right;">39%</td> </tr> <tr> <td style="background-color: #ffe0b2;">Per student membership</td> <td></td> <td style="text-align: right;">\$2,635</td> <td style="text-align: right;">\$3,906</td> </tr> </tbody> </table>	LA ACADEMIA DOLORES HUERTA				MEMBERSHIP				Enrollment CAP	200			2021 Budgeted MEM	81			Actual 40 Day 10-01-2020	71							Funded Membership	163	120		OPERATIONAL EXPENSES vs. REVENUE						2018-19	2019-20	Direct Inst	1000	614,203	561,315	Student Sup	2100	73,388	76,982	Instrtnl Sup	2200	1,864	455	Central Admin	2300	238,464	270,712	School Admin	2400	27,497	28,342	Central Svcs	2500	163,567	169,725	Maint/Ops	2600	102,322	78,699	Food Svc	3100	15,987	15,391	Other	other	121		Total Operating Exp		1,237,413	1,201,620	Total Operational Rev		1,315,298	1,218,875	Surplus		77,885	17,255			6%	1%	Year End CASH balance		295,484	312,739	DISTRIBUTION OF EXPENSES				Instructional Cost		689,455	638,752	% of total operating exp		56%	53%	Per student membership		\$4,230	\$5,323	Admin Support		429,528	468,779	% of total operating exp		35%	39%	Per student membership		\$2,635	\$3,906
LA ACADEMIA DOLORES HUERTA																																																																																																																									
MEMBERSHIP																																																																																																																									
Enrollment CAP	200																																																																																																																								
2021 Budgeted MEM	81																																																																																																																								
Actual 40 Day 10-01-2020	71																																																																																																																								
Funded Membership	163	120																																																																																																																							
OPERATIONAL EXPENSES vs. REVENUE																																																																																																																									
		2018-19	2019-20																																																																																																																						
Direct Inst	1000	614,203	561,315																																																																																																																						
Student Sup	2100	73,388	76,982																																																																																																																						
Instrtnl Sup	2200	1,864	455																																																																																																																						
Central Admin	2300	238,464	270,712																																																																																																																						
School Admin	2400	27,497	28,342																																																																																																																						
Central Svcs	2500	163,567	169,725																																																																																																																						
Maint/Ops	2600	102,322	78,699																																																																																																																						
Food Svc	3100	15,987	15,391																																																																																																																						
Other	other	121																																																																																																																							
Total Operating Exp		1,237,413	1,201,620																																																																																																																						
Total Operational Rev		1,315,298	1,218,875																																																																																																																						
Surplus		77,885	17,255																																																																																																																						
		6%	1%																																																																																																																						
Year End CASH balance		295,484	312,739																																																																																																																						
DISTRIBUTION OF EXPENSES																																																																																																																									
Instructional Cost		689,455	638,752																																																																																																																						
% of total operating exp		56%	53%																																																																																																																						
Per student membership		\$4,230	\$5,323																																																																																																																						
Admin Support		429,528	468,779																																																																																																																						
% of total operating exp		35%	39%																																																																																																																						
Per student membership		\$2,635	\$3,906																																																																																																																						

CONTRACTUAL, ORGANIZATIONAL, AND GOVERNANCE

3.a	<p>Material Terms All schools must provide a response for this section of the application.</p> <ul style="list-style-type: none"> All students will participate in dual language classes in all subjects. All students will participate in the IPT assessment. All staff will hold bilingual endorsements or TESOL certification. All instructional staff will receive professional development in the areas of empirically validated dual language approaches and instructional frameworks/strategies. All instructional staff will receive professional development in the areas of promoting cultural diversity. 	<p><i>Meets the Standard</i></p>
3.b	<p>Organizational Performance Framework Schools that do not have any repeated “working to meet” ratings or any “falls far below” ratings on the most recent organizational performance framework evaluation do <u>NOT</u> complete this Section. <i>[Organizational Performance Framework 1b-1g, 4a-4c, and 5a-5c]</i> <i>[Organizational Performance Framework 1b-1f, 4a-4e, and 5a-5d]</i></p>	<p><i>Failing to Demonstrate Substantial Progress</i></p>

	Any OCR complaints or formal special education complaints, identify those, provide all communication related to those, and describe the current status in an Appendix, referenced in narrative by name.	
3.c	Governance Responsibilities All schools must provide a response for this section of the application. <i>[Organizational Performance Framework 3a and 3b]</i> <i>[Organizational Performance Framework 3a-3c]</i>	<i>Demonstrates Substantial Progress</i>

Parts C, D, and E were provided by the school as part of the renewal application.

PART C:	Financial Statement A financial statement that discloses the costs of administration, instruction and other spending categories for the charter school that is understandable to the general public that allows comparison of costs to other schools or comparable organizations and that is in a format required by the department.
PART D	Petitions 1. A petition in support of the charter school renewing its charter status signed by not less than sixty-five percent of the employees in the charter school, with certified affidavit. Number: <u>17</u> Percentage: <u>94%</u> 2. A petition in support of the charter school renewing its charter status signed by at least seventy-five percent of the households whose children are enrolled in the charter school, with certified affidavit. Number: <u>67</u> Percentage: <u>82%</u>
PART E:	Description of the Charter School Facilities and Assurances A description of the charter school facilities and assurances that the facilities are in compliance with the requirements of Section 22-8B-4.2 NMSA 1978. <ol style="list-style-type: none"> A copy of the facility lease agreement as Appendix D A narrative description of its facilities and attach the school's Facility Master Plan, if available, as Appendix H Attach a copy of the building E Occupancy certificate(s) Dated: <u>04 AUG 2008</u> Maximum Occupancy (if listed): <u>Not listed on Certificate</u> Most recent facility NMCI Score <u>23.05%</u> indicating that the school meets the requirements of Subsection C of 22-8B-4.2 NMSA 1978 If the charter school is relocating or expanding, provide assurances that the facilities comply with the requirements of Section 22-8B-4.2 NMSA 1978 <u> X </u> Public (Cert A) <u> </u> Private (Cert B) <u> </u> Foundation (Cert C)
PART F:	Amendment Requests The school has not requested or been granted any amendment request(s) during the current contract term.

La Academia Dolores Huerta Stakeholder Interviews

Stakeholder interviews were conducted on October 28, 2020 Via Zoom. The participants included five (5) parents, four (4) students, three (3) governing council members, and five (5) staff members.

Parents listed smaller classroom sizes, teachers, and the music program as reasons why they choose to enroll their kids at La Academia Dolores Huerta (LADH). Two parents specified that the music and other cultural programs act as motivators for students to perform better in their classes. Several parents mentioned how their students are doing better in school since enrolling at LADH with one stating that the school has, “done everything above and beyond” to meet her student’s academic needs. When asked about what changes the school could make, it was mentioned that students who are not already fluent in Spanish have a hard time in Spanish classes. It was also mentioned that while some teachers are good at communication, others are not. Overall, however, parents say that the school does communicate regularly and is open to parent communication.

Three of the four students interviewed said they enrolled at LADH in part because of the arts programs offered. A couple of students also noted how they were not receiving the help or support they needed at their previous schools. Students like the art programs, the teachers, and that they are provided with individual help. A student echoed a concern brought up by parents regarding Spanish instruction, specifically, that it can be stressful and moves too quickly for non-fluent speakers. Students are told what their grades are and what they are missing in each class during advisory.

The Governing Council prints the school mission on meeting minutes in an effort to ensure the mission of the school is implemented. Since the current head administrator took over, the school has adopted the Illuminate short cycle assessment to increase academic performance. The Governing Council has made it a point to get to know teachers and to discuss issues they may be having with the head administrator. Understanding the population served and consideration of the whole child were given as the greatest strengths of the school. Enrollment is the council’s greatest concern since it drives funding. Right now, the council members interviewed believe the school is in a good position financially, but acknowledge there will be concern moving forward if enrollment does not increase. Governing Board Training requirements are reviewed at every meeting to ensure annual requirements are met.

A staff member interviewed believes that LADH is serving a population that may be overlooked at a larger district. They believe school staff can hone in on the student and engage them culturally and linguistically. Another staff member shared that she actually left LADH to work for the local district, but ended up coming back to LADH after one semester because students were not seen as unique in the district. Staff acknowledged that there have been struggles with academics in the past, but changes have been made in the last two years that have “seen the kids come a long way.” One of the changes has been the adoption of the Illuminate assessment. This assessment is used to review strengths and weaknesses of students. Data is shared with teachers who then share information with students. Students are asked how they can achieve academic goals as a means to get them to take ownership. Staff expressed satisfaction with the professional development opportunities they are provided. One teacher explained how, every time they see a professional development opportunity that could benefit them, they feel comfortable asking the head administrator for approval.