



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: Taos International School

School Address: 118 Este Es Rd., Taos, New Mexico 87571

Head Administrator: Nadine Vigil

Contracted Business Manager: The Vigil Group, specifically Ryan Fox

Authorized Grade Levels: Kindergarten – Grade 8

Authorized Enrollment: 360

Contract Term: July 1, 2018 – June 30, 2021

Mission: *"We at Taos International School through inquiry based learning will acquire languages and the academic and social skills necessary to function in our local, national and international community."*

Summary of Performance

Academic. The school's academic performance has been evaluated under two different accountability systems throughout the term of its contract; A-F School Grading Report in school year 2017-2018 & the New Mexico System of School Support and Accountability in school years 2018-2019 and 2019-2020.

As a result of the school's 3-year charter contract, Taos International School (TIS) has only two years of academic data to evaluate. During the first-year of the school's contract (2017-18) the school earned a "C" letter grade on the state's grading report, specifically earning an overall score of 58.57 points out of 100 total points available.

During the second-year of the school's contract, the school's academic performance was evaluated under the (newly implemented) New Mexico System of School Support and Accountability, earning a total of 44 points out of the 100 overall points available. Please note, the two accountability system performance outcomes cannot be compared to one another in terms of comparing overall points earned in 2017-18 versus overall points earned in 2018-19.

However, TIS demonstrated a significant decline in its Reading proficiency from 21% in 2017-18 to 13% in 2018-19. While demonstrating 6% Math proficiency for both the 2017-18 and 2018-19 academic years. In 2018-19 academic year, the State's Reading proficiency is reported at 34% rate, while the State's Math proficiency rate was 21.0%.

The school's Overall Academic Performance during the contract term was a **C letter grade** and **Traditional Support School** designation. The range for Traditional Support is 40 – 53 points; the school earned 44 points. The school has been identified as a school in need of **Targeted Support and Improvement (TSI)**.

When the school and the Public Education Commission entered into the current contract, mission-specific goal(s) were not required and the school elected not to have mission goals.

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 no audit findings derived from published audited financial statements from 2017-2018 through 2018-2019. TIS is on a quarterly reporting schedule and is being considered for monthly reporting by School Budget Bureau. Business Manager services are provided through the Vigil Group and for the most part, the Business Manager is responsive to requests and reports are submitted in a timely manner, although multiple corrections have sometimes been required to achieve approvable budget status.

While it is encouraging to see the first reporting period of this year, showing a higher than anticipated membership, the school will need to maintain this membership to avoid funding adjustment decreases. The school has consistently shown an inability to operate within current operating revenue resulting in a projected negative cash balance at the end of last fiscal year. The first quarter of this year reflects a positive cash balance but nowhere near the recommended 3% of projected expenses. The school displays a commitment to prioritizing spending in the classroom; however, they have not reigned in spending to match the decrease in membership. The school needs to make immediate, permanent decisions to decrease spending to remain viable.

For the FY21 fiscal year, School Budget Director David Craig recommended that the school budget Emergency Reserve due to cash flow issues that the Charter has experienced over the last several years.

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 did not receive any "*Falls Far Below Standard*" indicator ratings. TIS received two (2) "*Working to Meet Standard*" indicator ratings; one of which was a repeated "*Working to Meet Standard*" rating from the previous academic year for the School Environment: complying with health and safety requirements indicator. TIS has demonstrated consistent performance in its organizational framework from the first year of its contract earning four (4) "*Working to Meet Standard*" ratings to the most recent year (2019-20) receiving two (2) "*Working to Meet Standard*" ratings.

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.

<p>The PED team reviewed the school's Part B (Progress Report) and conducted a virtual renewal site visit on October 15, 2020.</p> <p><i>Ratings are based on the rubric provided in the application.</i></p>
--

Section	Indicator	Final Rating
ACADEMIC PERFORMANCE		
1.a	Department's Standards of Excellence— Overall NM School Grade 2017-2018: <i>C letter-grade</i> NM System of School Support and Accountability 2018-2019: Traditional School with a need for Targeted Support and Improvement (TSI) 2019-2020: <i>No data available for schools</i>	<i>Failing to Demonstrate Substantial Progress</i>
1.b	Specific Charter Goals Not Applicable	
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>Meets the Standard</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;">TAOS INTERNATIONAL SCHOOL</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;">360</td> <td></td> <td></td> </tr> <tr> <td style="text-align: right;">2021 Budgeted MEM</td> <td style="text-align: right;">159</td> <td></td> <td></td> </tr> <tr> <td style="text-align: right;">Actual 40D 10-01-2020</td> <td style="text-align: right;">190</td> <td></td> <td></td> </tr> <tr> <td style="text-align: right;">Funded Membership</td> <td style="text-align: right; border: 1px solid black;">163</td> <td style="text-align: right;">202</td> <td style="text-align: right;">134</td> </tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="4" style="text-align: center;">OPERATIONAL EXPENSES vs. OPERATIONAL REVENUE</th> </tr> <tr> <th></th> <th style="text-align: center;">2017-18</th> <th style="text-align: center;">2018-19</th> <th style="text-align: center;">2019-20</th> </tr> </thead> <tbody> <tr> <td style="background-color: #e8f5e9;">Direct Inst</td> <td style="text-align: right;">1000 1,153,071</td> <td style="text-align: right;">877,263</td> <td style="text-align: right;">1,118,677</td> </tr> <tr> <td style="background-color: #e8f5e9;">Student Sup</td> <td style="text-align: right;">2100 26,910</td> <td style="text-align: right;">30,911</td> <td style="text-align: right;">26,581</td> </tr> <tr> <td style="background-color: #e8f5e9;">Instrtnl Sup</td> <td style="text-align: right;">2200 3,440</td> <td style="text-align: right;">2,062</td> <td style="text-align: right;">2,820</td> </tr> <tr> <td style="background-color: #ffe0b2;">Central Admin</td> <td style="text-align: right;">2300 165,324</td> <td style="text-align: right;">145,262</td> <td style="text-align: right;">122,823</td> </tr> <tr> <td style="background-color: #ffe0b2;">School Admin</td> <td style="text-align: right;">2400 72,439</td> <td style="text-align: right;">74,945</td> <td style="text-align: right;">74,150</td> </tr> <tr> <td style="background-color: #ffe0b2;">Central Svcs</td> <td style="text-align: right;">2500 113,526</td> <td style="text-align: right;">115,769</td> <td style="text-align: right;">114,435</td> </tr> <tr> <td>Maint/Ops</td> <td style="text-align: right;">2600 299,508</td> <td style="text-align: right;">300,710</td> <td style="text-align: right;">320,699</td> </tr> <tr> <td>Food Svc</td> <td style="text-align: right;">3100 27,048</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Other</td> <td style="text-align: right;">other 0</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Total Operating Exp</td> <td style="text-align: right; border-top: 1px solid black;">1,861,266</td> <td style="text-align: right; border-top: 1px solid black;">1,546,922</td> <td style="text-align: right; border-top: 1px solid black;">1,780,185</td> </tr> <tr> <td>Total Operational Rev</td> <td style="text-align: right;">1,705,455</td> <td style="text-align: right;">1,525,060</td> <td style="text-align: right;">1,568,375</td> </tr> <tr> <td>Surplus</td> <td style="text-align: right; color: red;">(155,811)</td> <td style="text-align: right; color: red;">(21,862)</td> <td style="text-align: right; color: red;">(211,810)</td> </tr> <tr> <td>Year End CASH balance</td> <td style="text-align: right;">120,798</td> <td style="text-align: right;">98,935</td> <td style="text-align: right; background-color: #fff9c4;">(112,875)</td> </tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="4" style="text-align: center;">DISTRIBUTUION OF EXPENSES</th> </tr> </thead> <tbody> <tr> <td style="background-color: #e8f5e9;">Instructional Cost</td> <td style="text-align: right;">1,183,421</td> <td style="text-align: right;">910,236</td> <td style="text-align: right;">1,148,078</td> </tr> <tr> <td style="background-color: #e8f5e9;">% of total operating exp</td> <td style="text-align: right;">64%</td> <td style="text-align: right;">59%</td> <td style="text-align: right;">64%</td> </tr> <tr> <td style="background-color: #e8f5e9;">Per student membership</td> <td style="text-align: right;">\$7,260</td> <td style="text-align: right;">\$4,506</td> <td style="text-align: right;">\$8,568</td> </tr> <tr> <td style="background-color: #ffe0b2;">Admin Support</td> <td style="text-align: right;">351,289</td> <td style="text-align: right;">335,976</td> <td style="text-align: right;">311,408</td> </tr> <tr> <td style="background-color: #ffe0b2;">% of total operating exp</td> <td style="text-align: right;">19%</td> <td style="text-align: right;">22%</td> <td style="text-align: right;">17%</td> </tr> <tr> <td style="background-color: #ffe0b2;">Per student membership</td> <td style="text-align: right;">\$2,155</td> <td style="text-align: right;">\$1,663</td> <td style="text-align: right;">\$2,324</td> </tr> </tbody> </table>			TAOS INTERNATIONAL SCHOOL				MEMBERSHIP				Enrollment CAP	360			2021 Budgeted MEM	159			Actual 40D 10-01-2020	190			Funded Membership	163	202	134	OPERATIONAL EXPENSES vs. OPERATIONAL REVENUE					2017-18	2018-19	2019-20	Direct Inst	1000 1,153,071	877,263	1,118,677	Student Sup	2100 26,910	30,911	26,581	Instrtnl Sup	2200 3,440	2,062	2,820	Central Admin	2300 165,324	145,262	122,823	School Admin	2400 72,439	74,945	74,150	Central Svcs	2500 113,526	115,769	114,435	Maint/Ops	2600 299,508	300,710	320,699	Food Svc	3100 27,048	0	0	Other	other 0	0	0	Total Operating Exp	1,861,266	1,546,922	1,780,185	Total Operational Rev	1,705,455	1,525,060	1,568,375	Surplus	(155,811)	(21,862)	(211,810)	Year End CASH balance	120,798	98,935	(112,875)	DISTRIBUTUION OF EXPENSES				Instructional Cost	1,183,421	910,236	1,148,078	% of total operating exp	64%	59%	64%	Per student membership	\$7,260	\$4,506	\$8,568	Admin Support	351,289	335,976	311,408	% of total operating exp	19%	22%	17%	Per student membership	\$2,155	\$1,663	\$2,324
TAOS INTERNATIONAL SCHOOL																																																																																																																			
MEMBERSHIP																																																																																																																			
Enrollment CAP	360																																																																																																																		
2021 Budgeted MEM	159																																																																																																																		
Actual 40D 10-01-2020	190																																																																																																																		
Funded Membership	163	202	134																																																																																																																
OPERATIONAL EXPENSES vs. OPERATIONAL REVENUE																																																																																																																			
	2017-18	2018-19	2019-20																																																																																																																
Direct Inst	1000 1,153,071	877,263	1,118,677																																																																																																																
Student Sup	2100 26,910	30,911	26,581																																																																																																																
Instrtnl Sup	2200 3,440	2,062	2,820																																																																																																																
Central Admin	2300 165,324	145,262	122,823																																																																																																																
School Admin	2400 72,439	74,945	74,150																																																																																																																
Central Svcs	2500 113,526	115,769	114,435																																																																																																																
Maint/Ops	2600 299,508	300,710	320,699																																																																																																																
Food Svc	3100 27,048	0	0																																																																																																																
Other	other 0	0	0																																																																																																																
Total Operating Exp	1,861,266	1,546,922	1,780,185																																																																																																																
Total Operational Rev	1,705,455	1,525,060	1,568,375																																																																																																																
Surplus	(155,811)	(21,862)	(211,810)																																																																																																																
Year End CASH balance	120,798	98,935	(112,875)																																																																																																																
DISTRIBUTUION OF EXPENSES																																																																																																																			
Instructional Cost	1,183,421	910,236	1,148,078																																																																																																																
% of total operating exp	64%	59%	64%																																																																																																																
Per student membership	\$7,260	\$4,506	\$8,568																																																																																																																
Admin Support	351,289	335,976	311,408																																																																																																																
% of total operating exp	19%	22%	17%																																																																																																																
Per student membership	\$2,155	\$1,663	\$2,324																																																																																																																
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"> Implementation of International Baccalaureate (IB) Standards and Principles for the School's Primary Years Programme Implementation of IB Standards and Principles for the School's Middle Years Programme Implementation of Inquiry-Based Learning through student-centered lessons as evidenced by unit planners Implementation of Dual Language 50/50 model K-3rd grades Implementation of Heritage Model 4-8th grades <p>It is noted that the school earned IB accreditation for the Middle Years Programme in December, 2019. As of the date of this report, the school has not received IB accreditation for the Primary Years Programme and is awaiting a determination.</p>	<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 NOT 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>	<i>Meets the Standard</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.</p> <ul style="list-style-type: none"> No OCR or special education complaints identified at this time. While a licensure complaint was submitted against the Head Administrator, it is pending review and, therefore, is not discussed or detailed for the purposes of this report. 	
3.c	<p>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></p>	<i>Meets the Standard</i>

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

PART C:	<p>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.</p>
PART D	<p>Petitions</p> <ol style="list-style-type: none"> 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>26 out of 26</u> Percentage: <u>100%</u> 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>104</u> Percentage: <u>100%</u>
PART E:	<p>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.</p> <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>24 JUN 2014</u> Maximum Occupancy (if listed): <u>Not listed on Certificate</u> Most recent facility NMCI Score <u>6.82%</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 _____ Public (Cert A) <u>X</u> Private (Cert B) _____ Foundation (Cert C)
PART F:	<p>Amendment Requests The school has not requested or been granted any amendment request(s) during the current contract term.</p>

Taos International School Stakeholder Interviews

Stakeholder interviews were conducted on October 15, 2020 via the Zoom Meetings platform. The participants included four (4) parents, fifteen (15) students, three (3) governing council member, and twelve (12) staff members.

Parents unanimously stated they chose TIS for the small class sizes making way for the one-on-one opportunities this provides. Most included the dual language and the IB program as additional reasons they chose to send their children to Taos International School. Parents also appreciate the inquiry-based learning their children experience at the school and how they are allowed the opportunity to explore different thoughts and ideas. Parents did not have any concerns, but when asked about improvements, most expressed they wish the school went up to 12th grade.

When asked why they chose to attend Taos International and what they like about their school, several students shared that when they get an answer wrong or do not understand the lesson, the teachers find new ways to explain until they understand. Numerous students liked the dual language; one student said his dad only speaks Spanish so now he knows how to communicate with him. Other shared likes were they learn to be part of a caring community, they feel safe - not bullied, and they do not feel judged. Teachers are open-minded, always want to hear your ideas, and are patient. Many agreed student behavior was good.

The governing board members became board members because either the Head Administrator approached them or they wanted to support their community. They all agreed the Head Administrator keeps them well informed. Every board meeting includes a detail of the schools financial situation, academics and enrollment. The board's greatest concern is the school is Nadine's "baby". She had the vision to form the school and the board worries it will not be able to replace her when she decides to retire. Currently there is a teacher shadowing her whom they hope will be available to take over when the time comes.

Some teachers interviewed have been with the school since its inception and other teachers sought out the opportunity to teach at the school because of its good reputation. Many teachers expressed they feel supported by the school administration; teachers work collaboratively – always willing to work on behalf of the students; parents are appreciative and students are respectful and feel cared for. Teachers said another reason they choose to teach at Taos International School is they are able to teach in a way that makes sense to them. Teachers also said they appreciate the IB and dual language programs.