

Preparing for Growth

Human Capital Innovations in Charter Public Schools

Overview of the report prepared for the Center for American Progress
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Background

Many have suggested that charter schools can be key agents in leading dramatic improvements in public education.



Charter schools and charter management organizations (CMOs) must grow much faster to meet this challenge.



Several leading CMOs offer lessons for the charter sector to prepare for rapid growth with quality.

Methodology

Looked for a few leading CMOs that...

- Have dealt with issues of growth and addressed human capital constraints
- Have been experimenting with various approaches



Conducted case studies with six CMOs.....

- Green Dot Public Schools
- High Tech High
- IDEA Public Schools
- KIPP
- Rocketship Education
- YES Prep Public Schools

To find out....

- What strategies are they using to attract, prepare, and deploy excellent teachers and leaders to scale up their operations?
- What barriers and challenges have they faced?
- What “lessons learned” can they share with other CMOs?



Great teachers: Increasing the supply

Study CMOs used three types of common approaches:

Find and
keep the
best talent

Grow
in-house
talent

Extend
excellent
teachers'
reach

Great leaders: Increasing the supply

Study CMOs used three types of common approaches:

Build an
internal
pipeline

Recruit
teachers
for leaders

Make the
job more
manageable

Challenges and barriers

Policy barriers

- State and federal policies that hinder CMOs from accessing talent



Remaining shortages

- Difficulties finding enough great teachers and leaders to fit into the organizational culture



Limited resources

- Continued need to rely on philanthropy for support

Promising opportunities

Study CMOs offer “lessons learned” for next generation growth:

Make the most of the people they attract



Formalize processes and infrastructure



Import and induct management talent

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This presentation is based on the report,
Preparing for Growth: Human Capital Innovations in Charter Public Schools
by Christi Chadwick and Julie Kowal, Public Impact
(Washington, DC: Center for American Progress, 2011).

Available: http://www.americanprogress.org/issues/2011/05/pdf/human_capital.pdf

www.publicimpact.com