

***MIDDLE STATES ASSOCIATION
COMMISSION ON SECONDARY SCHOOLS***

STANDARDS FOR ACCREDITATION

WITH

INDICATORS

FOR

**SUPPLEMENTARY EDUCATION
ORGANIZATIONS**

1. STANDARD: Philosophy, Mission, Beliefs, and/or Objectives

The Standard: The supplementary education organization has clearly written statements of philosophy, mission, beliefs, and/or objectives that convey the general and specific purposes of its educational programs and that express expectations for quality in the delivery and results of its educational programs. Stakeholders in the outcomes of the supplementary education organization understand and accept the organization's philosophy, mission, beliefs, and/or objectives. These documents are appropriate for the clients served and are reviewed periodically.

Indicators:

- All constituents of the supplementary education organization generally understand and accept its philosophy, mission, beliefs and/or objectives.
- The supplementary education organization provides opportunities for representative constituents to offer input into the SEO's philosophy, mission, beliefs, and/or objectives.
- The philosophy, mission, beliefs, and/or objectives and advertising and marketing of educational programs and services are consistent with ethical norms and demonstrate respect for and acceptance of persons of all races, creeds, and cultures.
- The philosophy, mission, beliefs, and/or objectives are free of contradiction, ambiguity, and excessive abstraction and can be discussed by SEO authorities in terms of operation, action, movement, and direction.
- The philosophy, mission, beliefs, and/or objectives are appropriate for the students enrolled.
- The philosophy, mission, beliefs, and/or objectives are periodically reviewed to ensure that the statements are appropriate to the needs of the students.
- The supplementary education organization takes steps to ensure potential students understand and support the SEO's philosophy, mission, beliefs and/or objectives upon enrolling new students.
- The philosophy, mission, beliefs and/or objectives are actively implemented and serve as the basis for daily operational and instructional decision-making as well as long-range planning.

2. STANDARD: Governance, Leadership, and Planning

The Standard: The governance and administration work in partnership to ensure the integrity, effectiveness, and reputation of the supplementary education organization through the establishment of policies and procedures and prudent oversight of the organization's operations. There is an atmosphere of mutual respect and purposeful effort on behalf of students and their learning. The administration of the organization provides a productive environment of learning and work, timely and open communication, and the leadership necessary to plan both day-to-day operations and the long-term future of the supplementary education organization.

The corporate status of the supplementary education organization is clearly defined and there are no legal or proprietary ambiguities in ownership, control, or responsibility. As appropriate, the SEO is approved for its operations by the civil authorities within the jurisdiction it is located.

The supplementary education organization makes use of strategic, long-range, and operational planning to continuously improve its educational programs and services. Improvement plans focus on student performance and organizational growth and engender continuous improvement across all aspects of the organization.

Indicators:

- The status of the supplementary education organization is clear. No legal or proprietary ambiguities in ownership, control, or responsibility exist. Partnerships and/or any corporate linkages are expressed as enforceable agreements.
- The supplementary education organization and the programs it operates are approved and/or recognized for their function by the civil authority within whose jurisdiction they are located.
- The governance and administration act ethically, consistently, and fairly in all dealings with parents, students, staff, and the community.
- The governance and administration work cooperatively to establish and maintain clearly formulated written policies and practices that are consistent with the SEO's philosophy, mission, beliefs, and/or objectives. These policies and practices are reviewed regularly.
- The governance and administration maintain appropriate and constructive relations with constituencies served in the interest of serving the needs of the students.
- The governance and administration comply with all applicable statutes and governmental regulations.
- The governance and administration undertake operational, long range, and strategic planning aimed at accomplishing the SEO's philosophy, mission, and/or objectives.
- The governance uses a system for evaluating its own effectiveness in performing its duties.
- The governance focuses its activities on selecting, evaluating, and supporting the head of the supplementary education organization, policy development, planning, assessing the SEO's performance, and ensuring adequate resources to accomplish the SEO's philosophy, mission and/or objectives. Governance refrains from undermining the authority of the administration to conduct the daily operation of the SEO.
- The governance utilizes a clearly defined performance appraisal system for the head of the supplementary education organization. The appraisal is conducted with the knowledge and participation of the head of the supplementary education organization.
- The head of the supplementary education organization is accountable to the governance and is responsible for creating a productive learning environment and for the day-to-day operation of the supplementary education organization.
- The administration ensures that all SEO programs and activities are adequately and appropriately planned, supervised, resourced, and staffed with qualified personnel.
- Planning information includes historical data, baseline information, trend data, and projections. Data-driven decision-making enables the SEO to make critical judgments with confidence. The supplementary education organization maintains a disciplined

knowledge of its future with projections of income, expense, enrollment, and trends in its educational and business environment.

- A written improvement/strategic plan is developed and a major focus of improvement plans is student achievement and performance. Periodic review of improvement plans is conducted to determine the extent to which outcomes meet expectations so that corrective actions can be initiated.

3. STANDARD: Organizational Design and Staff

The Standard: The structure of the supplementary education organization provides the vehicle for carrying out the established philosophy, mission, beliefs, and/or objectives of the educational program and support services. A clearly defined set of reporting relationships exists, and the staff is qualified, competent, and sufficient in number to allow the effective delivery of quality education to students. Staff assessment procedures are in place, are clear to all involved, and are collaborative. Clearly defined roles and responsibilities and collegial relationships among staff and administration are evident and conducive to cooperative action. An appropriate program of professional development is provided to the staff.

Indicators:

- A clearly understood table of organization for the supplementary education organization exists with written job descriptions that specify levels of responsibility and reporting relationships.
- Staff is qualified, competent, and sufficient in number to meet the needs of the total educational program and the students enrolled.
- Staff members possess the qualifications of education, preparation, experience, and commitment that contribute to effective learning. Staff members are assigned to work by reason of their training and/or expertise.
- There is a plan for professional development to ensure that knowledge and skills of staff members remain current.
- Designated, qualified leadership provides coordination and direction for the instruction and services the supplementary education organization provides.
- Leadership and staff work cooperatively to create a climate for teaching and learning that fosters the attainment of the SEO's philosophy, mission, beliefs, and/or objectives.
- Personnel policies and regulations for the operation of the organization are written and available to all employees.
- Procedures are in place for determining adequate compensation, arriving at reasonable workloads and acceptable working conditions, and defining just and fair treatment, professional satisfaction, and good general morale among all staff.
- A clearly defined system of appraisal of staff exists that is based on predetermined criteria. It is conducted with the knowledge of the staff member and reported in writing. Staff members have an opportunity to discuss and appeal any aspects of the appraisal.

4. STANDARD: Educational Programs and Materials

The Standard: The educational programs consist of both carefully planned and well executed curriculum programs that include appropriate standards, solid instructional pedagogy, and appropriate assessment based on research and best practices. The educational programs are sufficiently financed, periodically reviewed, and mission-appropriate. They are developed to meet and address the needs of students and are designed to produce appropriate levels of student learning. Effective policies and practices regarding the educational programs are in place, along with instructional materials, technology, and equipment that are appropriate, functional, and well maintained. Instructional materials and technology function as important tools to enhance instruction, as appropriate.

Indicators:

- The educational program (including curriculum, instruction, and assessment) is clearly defined, approved by the SEO's governance, and is consistent with the philosophy, mission, beliefs, and/or objectives of the SEO.
- The educational program defines desired student outcomes as expressed in terms of student understanding, knowledge, attitudes, skills, and habits.
- Written curriculum guides are current, functional, available, and in use. They define scope and sequence of the educational program as well as program objectives and reflect sound approaches to teaching and learning.
- Resources required to implement the educational program are available and utilized.
- Instructional materials are up-to-date, sufficient, and appropriately supported through adequate funds provided in an annual budget.
- Consideration is given to the students' ages and their varying ability levels. The instructional program is designed to meet students' needs consistent with the supplementary education organization's philosophy, mission, beliefs, and/or objectives.
- Curriculum and instruction policies and procedures provide direction to the staff and administration in the development, implementation, and improvement of the educational program.
- The educational program, policies and procedures, and other pertinent information relating to the student are available in printed form to students and parents.
- Educational programs are aligned with state and local requirements as necessary and are supported by adequate record-keeping and good communication.
- The scope, quantity, and quality of information resources and technology are adequate to support the total educational program and encourage students and staff to broaden and extend their learning.

5. STANDARD: Student Programs and Services

The Standard: The supplementary education organization provides services to students that optimize their success in learning. Among the services provided are ethical admissions and placement practices, guidance and counseling, appropriate assistance for success in learning, and accurate student records.

Indicators:

- Relationships between staff and students demonstrate respect, fairness, and understanding
- Student records are current, comprehensive, and well-maintained. Standards for transcript control and use are known and observed.
- The supplementary education organization accounts for the presence of its students and meets all local regulations for maintaining their health and safety. Procedures for the termination of any student for cause are known and consistently applied.
- Follow-up studies for graduates and other former students are carried out, and the resultant data are used to determine the effectiveness of supplementary education organization programs.
- Productive relationships exist with students, parents, and where appropriate, the comprehensive educational institution, that the student regularly attends.
- Career awareness and counseling, information on financial aid, and guidance for parents are provided, as appropriate.
- Effective procedures for identifying and addressing the special needs of students are in place.
- The supplementary education organization has a well-defined and documented admissions process with a clear exposition of admissions criteria. Admission and placement procedures are well-administered, unbiased and equitable.
- Those wishing to enroll in the supplementary education organization are clearly informed of the philosophy, mission, beliefs, and/or objectives of the SEO, the nature and extent of educational programs and services available, tuition and fees, and expectations for satisfactory performance.
- The supplementary education organization accepts students who can reasonably be expected to succeed in its programs.

6. STANDARD: Resources

The Standard: The supplementary education organization's facilities consisting of the site, building(s), and equipment, provide a safe, well-maintained physical environment that supports optimal student achievement and a productive work environment for the staff, and that are appropriate to implement the stated philosophy, mission, beliefs, and/or objectives of the supplementary education organization.

Financial resources are sufficient to provide the educational opportunities defined in the supplementary education organization's philosophy, mission, beliefs, and/or objectives. The business practices of the supplementary education organization promote confidence in the organization's ability to manage fiscal and material resources in a responsible manner and to follow prescribed budgeting and accounting principles. The majority of funds are dedicated to the SEO's operations.

Indicators:

- All grounds, buildings, furnishings, and equipment are sufficiently maintained to meet the supplementary education organization's philosophy, mission, beliefs, and/or objectives, including achievement of desired student learning outcomes.
- The premises are maintained in a safe and healthy condition and meet local, state and national fire safety standards, including fire extinguishers, a satisfactory fire alarm system, and other safety devices.
- The governance and the administration exercise prudent control over all financial operations, following accepted accounting principles and annual independent audit practices.
- Periodic audits are conducted by a qualified external agency.
- The instructional program and supporting services are developed in accordance with suitable short-term and long-range financial plans.
- Financial resources to attain the organization's philosophy, mission, and/or objectives are available and utilized appropriately.
- Levels of income and expenditure are in appropriate balance. Finances are currently stable, and projections indicate continuing stability.
- Students enrolling in the supplementary education organization are informed in advance of the financial obligations for attendance.

7. STANDARD: Assessment of Student Learning and Organizational Performance

The Standard: The assessment of student learning outcomes enables students to monitor their own learning progress and allows teachers to adapt their instruction to the specific learning needs of students. The performance of the supplementary education organization is assessed by examining areas such as student learning and performance, program evaluation, graduate success, and client satisfaction. Results of student learning and organizational performance are used to develop strategies for improving service and program quality. Assessment results are communicated appropriately to students and staff.

Indicators:

- The supplementary education organization identifies specific criteria for assessing student learning and organizational performance.
- The supplementary education organization utilizes appropriate and varied methods to assess student learning and organizational performance.
- Student progress is regularly evaluated and accurately interpreted and reported in an understandable manner.
- Curriculum, instruction, and assessment are aligned into a coherent system consistent with the supplementary education organization's philosophy, mission, beliefs, and/or objectives.
- Assessment results are used regularly in evaluating the effectiveness of the supplementary education organization's curriculum and instructional practices in order to develop strategies for improving student learning.

- All teachers and other appropriate SEO personnel commit to, participate in, and share in the accountability for student learning and organizational performance.
- Communication regarding students' progress and needs is regular, productive, and meaningful.
- A monitoring system is in place to provide current and longitudinal data on student learning and organizational performance.
- Assessment of student learning is the primary indicator for documenting the effectiveness of the supplementary education organization's program.