

**PRESENTATION TO THE ARKANSAS DEPARTMENT OF EDUCATION
CHARTER AUTHORIZING PANEL
Performance Deficiency Report & School Improvement Plan**



**ACTION PLAN
August 20, 2026**

ICA Review Team

- **Dr. Rosilee Russell – President**
- **Mr. Michael Johnson – Dean**
- **Ms. Kelly Lucero – Academic Coordinator**
- **Mr. Chad Hull - ICA Board Chair**
- **Ms. Kathy Carty - CPA**
- **Mr. Andrew Morgan – Counselor**
- **Ms. Marsha Crow – Business Manager**
- **Ms. Andrea DeWitt – Registrar / eSchool Specialist**



KEY SUPPORTERS & CONTRIBUTORS



Aaron & Julie Littlefield
Sam & Susan Fiori
Robert Miller
Donnie Pendergraft
Dr. Henry & Melissa Udouj
Robert & Mary Young
Bennie Westphal
Denny & Susan Altes
Harry & Nancy Robinson
Gary & Judge Amy Grimes
Carl Corley
Rod & Kathy Coleman
Drs. Sandy & Sandi Sanders
Center for Arts & Education
Western Arkansas Ballet

Landmark Financial
Carco - Hertz
Arvest Bank
Hanna Oil & Gas
First National Bank
ArcBest Corporation
Regions National Bank
Civic Builders
Brown Hiller Clark
Weldon Williams & Lick
Wells Fargo

Mabee Foundation
Sunderland Foundation
Griffin Charitable Org.
Young Foundation
Caldwell Foundation
Walton Family Foundation
Sutton Foundation
Fiori Family Fund
Taylor Foundation
Craig Strickland Foundation
Arkansas Arts Council

Mayor George McGill
FS City Board of Directors
Senator Justin Boyd
Senator Jim Petty
Rep. Cindy Crawford
Rep. Lee Johnson
Rep. Charlene Fite
Governor Asa Hutchinson
Secretary Jacob Oliva
Governor Sarah Sanders
Senator John Boozman
Rep. Steve Womack



INTRODUCTION

MESSAGE FROM ICA BOARD CHAIR

MESSAGE FROM THE PRESIDENT



FINANCIAL OVERSIGHT



**Federal New Markets Tax Credits
Appendix 1**

**Projected Budget 26-27
Appendix 2**

**Projected Contingency Budget 26-27
Appendix 3**



ICA Board of Directors

Chad Hull, Chair

Retired Public School Teacher/Superintendent
28 Years in Public Schools

Norma Rowland, Secretary

Retired Public School Teacher
37 Years in Public Schools

Amanda Strange, Treasurer

18 Years of accounting with BKD as a Certified Public Accountant
Auditor for the City of Fort Smith

Wayne King

Businessman with 55 Years in Real Estate
Founding Board Member of CSA, Sponsoring Entity for ICA

Lisa Sellers

Retired Public School Teacher
30 Years in Public Schools
Art Administrator for the Arkansas Department of Education
Retired Justice of the Peace



FINANCIAL OVERSIGHT & REVIEW PROCESS



FISCAL MANAGEMENT & OVERSIGHT

- Regular Monthly Board Meetings
- Finances Reviewed Monthly at ICA Board Meetings
- President of ICA Reviews all Financials and Manages Funds
- Board Treasurer Reviews all Finances
- Outside CPA Oversees and Prepares Monthly Financials
- Oversight by the Boards of CSA/CCA/NMTC Funders



APSRC FINANCE RECOMMENDATIONS

The following recommendations from APSRC are being addressed:

1. Finance team is receiving support regarding use of state and federal categorical funds
2. Business Manager is attending open training sessions provided by APSRC
3. ICA has engaged retired public school finance administrator to work with our Business Manager for one-on-one training in eFinance
4. Administration and Finance team are working with APSRC to better track budget expenditures and revenues
5. ICA Board focusing on PD training for finance and governance



FINANCIAL RECOMMENDATIONS



**1. Support
systems in place
for Business
Manager and
Finance team**



**2. Professional
Development in
progress for ICA
leadership**



**3. Professional
Development in
progress for ICA
school board**

SNAPSHOT OF SPRING 2026



What Did ICA Do This Spring To Improve

- Established an English and Math Tier 3 one-on-one RTI tutoring program
- Identified Ms. Kelly Lucero, Academic Coordinator to oversee all Tier 3 RTI
- Students spent time weekly working on Atlas skills
- Students practiced skills using the Classroom ATLAS Tools
- Established Assessment Coordinator

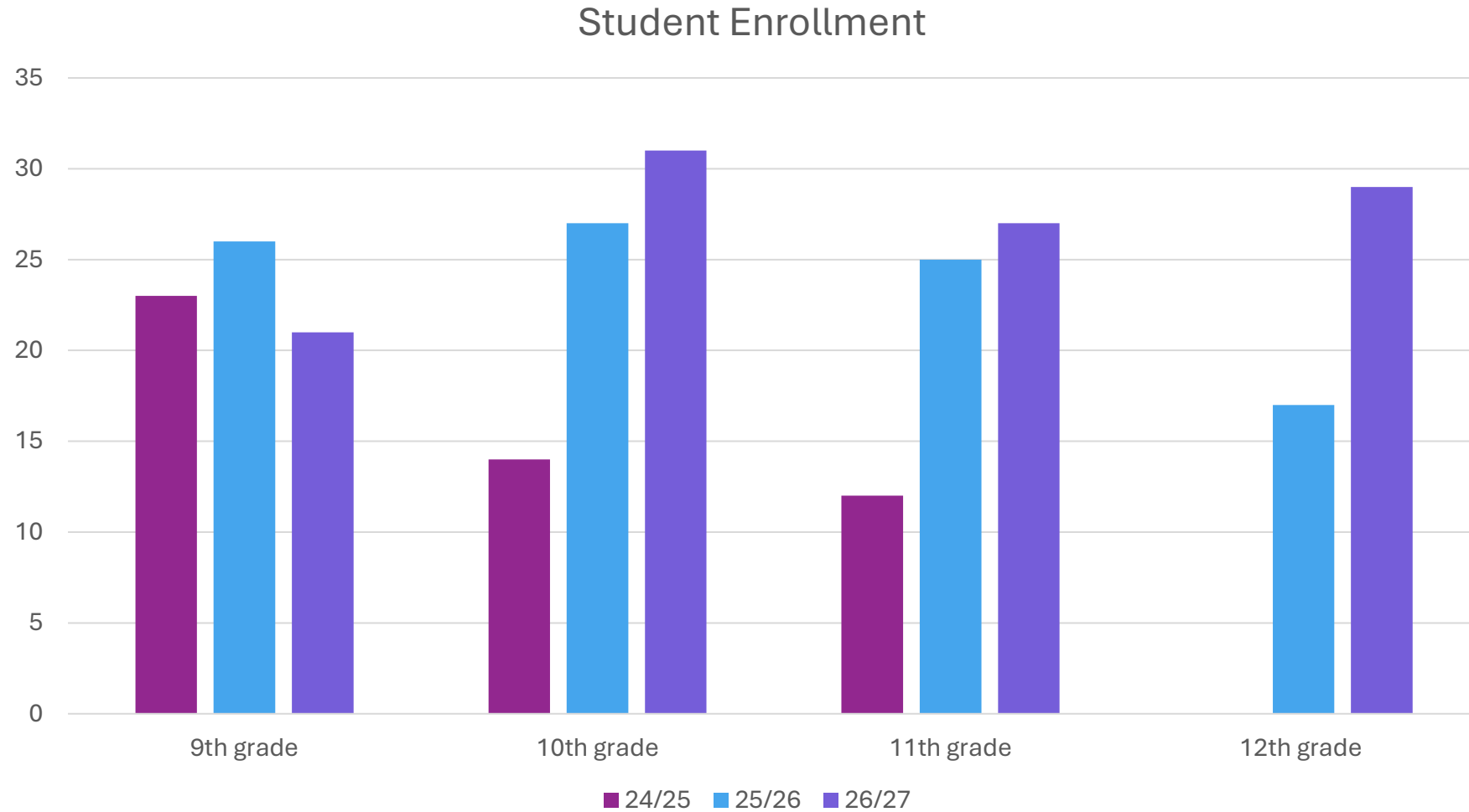


Exciting New Programs For 26-27

- Programs in Film and Photography
- H2 Pathway in Marketing
- H2 Pathway in Software Development



Enrollment Progress



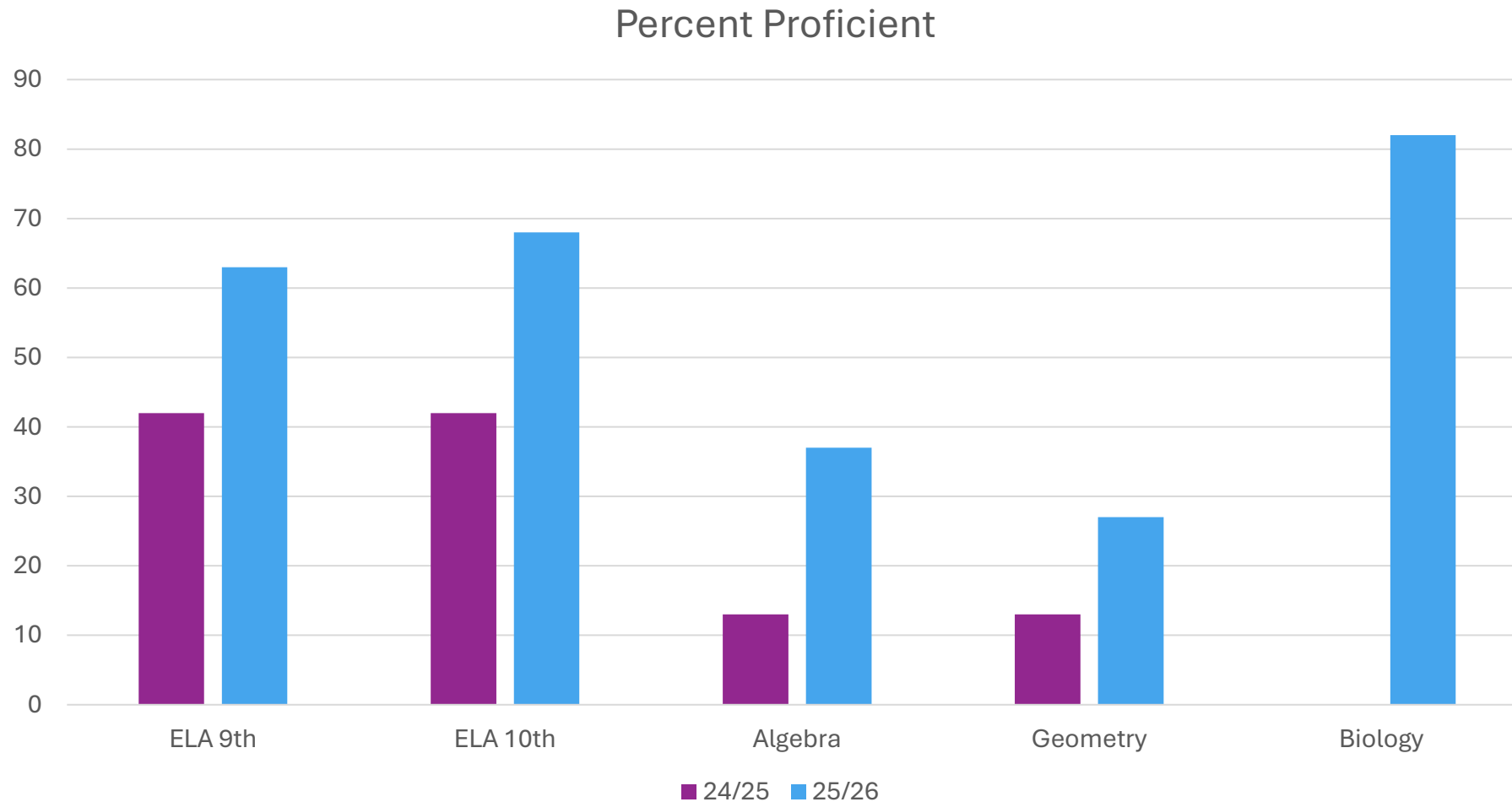
Total Enrollment

24/25 – 49
25/26 – 94
26/27 – 108



Academic Proficiency Comparison

24/25 vs 25/26 ATLAS



ATLAS Results

Subject	2025-2026 Proficiency	State Proficient	Proficiency Year 1	Improved from Interim	Increase Proficiency From Year 1 (24-25)
Biology	85%	43%	Not Tested	65%	Not Tested
ELA 9	62%	38%	42%	65%	55%
ELA 10	68%	37%	42%	65%	47%
Algebra	43%	37%	13%	80%	70%
Geometry	29%	27%	13%	59%	35%



ACADEMIC REPORT



SCHOOL IMPROVEMENT PLAN APPENDIX 4

ACADEMIC REPORT - Deficiencies



Root Cause Analysis & Specific Improvement Strategies

ROOT CAUSE

- Low Student Enrollment/Lack of prior state testing data

SPECIFIC IMPROVEMENT STRATEGIES

- Full-scale marketing plan using social media, printed materials, media outlets, and other sources to increase enrollment
- Increased access to transportation; ICA has obtained a school Van
- Implement a beginning-of-year diagnostic assessment

Addressed on page 2 of SIP



ACADEMIC REPORT - Deficiencies



Root Cause Analysis & Specific Improvement Strategies

ROOT CAUSE

- **Academic Leadership:** The ICA Dean was performing a dual role as the science teacher and Dean of School

SPECIFIC IMPROVEMENT STRATEGIES

- The Dean is no longer performing a dual role which allows him to perform observations, perform coaching cycles, and data analysis with coordinator
- The Dean and Academic Coordinator have completed TESS trainings, ATLAS Testing trainings, and will be working with Cultivating Communities for Formative Assessments that Advance Learning (CCFAL)

Addressed on pages 2, 3, 4, 5, and 8 of SIP



ACADEMIC REPORT - Deficiencies



Root Cause Analysis & Specific Improvement Strategies

ROOT CAUSE

- Limited Tier 3 RTI

SPECIFIC IMPROVEMENT STRATEGIES

- ICA implemented a Tier 3, one-on-one tutoring program, and Edmentum tutoring as a Tier 2 support
- All RTI is tied to ATLAS scores, Edmentum screeners, and overall teacher observations to determine placement

Addressed on pages 2, 3, and 5 of SIP



ACADEMIC REPORT - Deficiencies



Measurable Academic Goals

Goals:

- Percent of students meeting or exceeding proficiency will increase from:
 - 27% proficient or higher in 25/26 to 37% in Geometry in 26/27
 - 37.2% proficient or higher in 25/26 to 47.5% in Algebra in 26/27

Benchmark

- Interim math results show an increased percentage of students demonstrating an expected increase in proficiency by 5%

Addressed on pages 2, 3, and 4 of SIP



ACADEMIC REPORT - Deficiencies



Measurable Academic Goals

Goals:

- 75% of students will meet or exceed their growth score goal in ELA

Benchmark

- 50% of all students identified in areas of low growth will show an increase in student achievement by ATLAS interims

Addressed on pages 4, 5, and 6 of SIP



ACADEMIC REPORT - Deficiencies



Measurable Academic Goals

Goals:

- Increase the growth of all students who previously received a 3 or 4 on the ATLAS assessment

Benchmark

- All students should show equal or increased scores on the ATLAS interim

Addressed on pages 6, 7, and 8 of SIP



ACADEMIC REPORT – Deficiencies



Identification Of Most Affected Groups

Groups that are most affected:

- Lowest quartile
- Students with IEP's and 504's
- Students not showing growth based on ATLAS end of year assessment

Subjects that are most affected:

- Algebra 1
- Geometry
- 9th and 10th grade ELA



ACADEMIC REPORT – Deficiencies



Evidence-Based Instructional Actions

ICA will do the following:

- Continue to implement sound Tier 1 instructional practices with observations and coaching cycles
- Continue to use data-driven Tier 2 and Tier 3 one-on-one tutoring RTI
- Tier 3 interventions, one-on-one tutoring will begin in September for students who have clear deficiencies
- Implement a beginning-of-year diagnostic assessment, through Edmentum for placement of students
- Ms. Lucero will focus on Special Education and Academic Coordination



ACADEMIC REPORT – Deficiencies



Clear Implementation Timeline

- Placement assessments will occur during first month of school
- Tier 2 and 3 placement will occur during first month of school
- Tier 2 happens weekly based upon individual student classroom results
- Observations will occur the first 2 weeks of school
- Coaching cycles begin within the first month



ACADEMIC REPORT – Deficiencies



Staff Member Responsibilities

- Dean Johnson will oversee and document all aspects of the plan
- Academic Coordinator Lucero will assist with observations, coaching cycles, and lesson plans
- President Dr. Russell will meet at least bi-weekly with Dean Johnson and Ms. Lucero to review documentation

ACADEMIC REPORT - Deficiencies



Professional Learning & Coaching

- ICA has been invited to join the Cultivating Communities for Formative Assessments that Advance Learning (CCFAL) by Dr. Crystal Beshears, following her on-site visit to ICA
- Dean Johnson will oversee coaching to ensure professional development is achieved by all staff
- Coaching cycles for each core teacher
- APSRC Instructional Leadership Empowerment
- Beginning Administrator Program



ACADEMIC REPORT – Deficiencies



Progress Monitoring

- ICA will use the state TESS system and available resources on the TESS site to document observations as well as record these in the system
- ICA will also use an in-school RTI schedule tracker for:
 - Student RTI attendance
 - Weekly RTI meetings with students
 - Weekly RTI meetings with academic teachers
- All data collected through ATLAS and Edmentum will be shared with staff



ACADEMIC REPORT – Deficiencies



Evidence To Determine If Plan Is Working

- Evidence will be collected throughout the coaching cycles
- The interim assessment, class grades, and Tier 2 and 3 RTI data will be collected to assess student learning
- ATLAS Classroom Tools
- Work with third parties to provide data review and coaching

ACADEMIC REPORT – Deficiencies

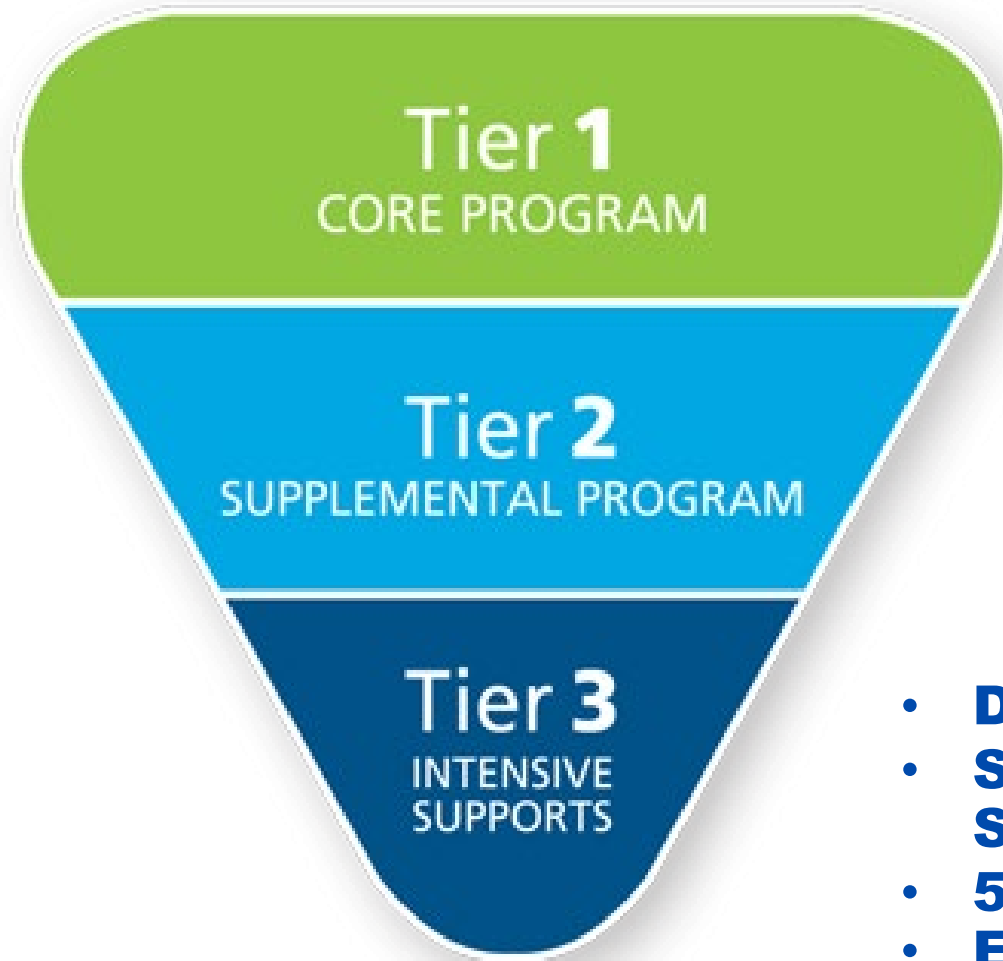


Process Of Reporting

- **Dean Johnson will provide monthly progress reports to the Board, the President, and to DESE**



Response to Intervention



Implement structured tiered intervention systems (MTSS/RTI) with biweekly progress monitoring and fidelity checks

- **All students have access to grade-level essential standards**
- **Effective first instruction**
- **HQIM**
- **Inclusive Practices**
- **Weekly RTI requirements**
- **Targeted interventions**
- **Monitoring by the Dean**
- **Dyslexia Services**
- **Special Education Services**
- **504 Services**
- **ELL Services**

ACADEMIC REPORT

PLANNED PD/SUPPORT

- CCFAL
- APSRC Math Trainings
- APSRC Instructional Leadership Empowerment
- Arkansas IDEAS Trainings Focused On Observations
- Guy-Fenter Coop For Select Trainings



ACADEMIC RECOMMENDATIONS



1. School Improvement Plan has been completed and submitted



2. APSRC recommendations addressed



3. Performance Deficiency Report addressed

2026-2027 SEASON OF EVENTS



- **ART FAIR**
 - October 13-15
- **A NIGHT OF JAZZ**
 - October 29
- **FALL FESTIVAL**
 - October 30
- **GODSPELL**
 - November 5-7
- **BITS OF BROADWAY**
 - November 19
- **DECK THE HALLS**
 - November 30-December 4
- **WINTER WONDERLAND**
 - December 4
- **SWEENEY TODD**
 - March 11-13
- **ART FAIR**
 - March 16-18
- **JAZZ THROUGH THE AGES**
 - April 8
- **2ND ANNUAL FILM FESTIVAL**
 - April 9
- **DANCE PRODUCTION**
 - April 15-17
- **SIGHTS & SOUNDS OF SUMMER ARTS FESTIVAL**
 - May 1



ICA COMPLIANCE CHECK FROM DESE, APSRC, & ADE CAP



- Board Certifications In Order ✓
- ICA Accreditation ✓
- Teacher Certifications ✓
- Title 1 Approved ✓
- Nutrition Reporting ✓
- ArApp Completed ✓
- MITS In-Progress (working with Department of Education) ✓
- Special Education ✓
- Facilities ✓
- HQIM ✓
- Master Schedule ✓
- Student Readiness for Graduation ✓

