



# Thomas B. Fordham Foundation

## 2019 Charter School Replicator Application

Dear Applicant,

Thank you for your interest in sponsorship with the Thomas B. Fordham Foundation. This application is designed to provide Fordham staff and external application evaluators with key academic, financial, operations, and governance plans for the proposed school.

The Thomas B. Fordham Foundation only accepts applications submitted via our online application management system, Epicenter. This copy (pdf) is included on our website so that prospective applicants and the public are able to view the content of our application. The rubric for application evaluation, used by our review team, is also available on our website. If you plan to submit an application, please contact Theda Sampson at [tsampson@edexcellence.net](mailto:tsampson@edexcellence.net) to obtain access to Epicenter.

Thank you,  
The Fordham sponsorship team

### **Sponsoring priorities**

Over the next five years, we intend to focus primarily on sponsoring excellent *new* schools in communities lacking enough high-quality options. Our secondary focus will be sponsoring existing high performing schools seeking to change sponsors. Both new and existing schools will be vetted via our application process. We are particularly interested in adding and/or expanding successful Dayton schools.

### **Resources and References**

Below are useful links and directions to various informational resources for new community school applicants:

The Ohio Department of Education (ODE) – ODE provides ~~much~~ information on their website about the state requirements for all community schools. A useful place to start is their [Guidance Documents](#) regarding community schools and [Community School Funding](#) information:

[Developing A Community School](#)

[Blended Learning](#)

[Community School Payment Simulator](#)

## **Requirements for the submission of the application: Preliminary Review Process**

We will use the most recent performance against contractual indicators in Exhibit IV of the contract to determine if the school is on track for renewal. Only schools who meet 67% or more of their contractual and accountability indicators are eligible to submit an application to replicate.

The information considered in the most recent performance (included in the governing authority annual report):

- a. Academic Data (Exhibit IV) over the term of the current contract.
- b. Sponsor Site Visit/Compliance Reports. These will include any corrective action plans and progress.
- c. Financial Data (Exhibit IV) including recent audit reports over the term of the current contract.
- d. Audit reports over the term of the contract.

## **Web-based Application Instructions**

### **Logging in to the Application System**

Once the new applicant cover sheet has been submitted, application users will receive log in information via email. After a user logs in, the application tasks (sections) will be available with instructions and resource documents. The applicant will be completing each section as a task.

### **Completing a Task in the Queue**

Open up your Tasks by selecting your Tasks Queue found in the upper left corner of the Epicenter home page. You can use the sort arrows ( ) in the header to sort the tasks in your queue. You can also filter them with filters bubbles (explained below). To complete a Compliance Requirement task listed in your Tasks Queue, please complete the following steps:

1. Click the row of the submission requirement you want to complete. This will bring you into that task's Submission Upload page.

The Organization for which you are submitting the requirement will be listed at the top. Make sure you have opened the correct task. Review any Description, Resources, and Instructions that have been provided.

2. Fill in any Submission Tags that are required to be entered. Required submission tags will have an \*. Use either the  button or  button and attach your file(s). If the requirement is a Certification of Completion type, select the appropriate check box. If the requirement includes a Narrative you can either type in a response, upload a file, or both.

Include any needed message to the reviewers/approvers. Your submission can now be viewed in Epicenter.

### **Application Evaluation Criteria**

The Thomas B. Fordham Foundation currently authorizes eleven charter schools in Ohio. Sponsorship applications are reviewed by a team comprised of internal and external reviewers. A team leader organizes and guides the process. After a review of the application and submitted documents, applicants who are recommended to move forward by meeting the standard are invited to participate in an interview. Following the interview, a formal review summary is provided to the applicant and to the Fordham board with the team's recommendation. The timeline on the next page details the process.

Evaluation teams are comprised of evaluators with experience and expertise in a variety of fields, including but not limited to curriculum and instruction, special student populations, law, governance, management, leadership, finance, school start-up, and policy. Evaluators will use the following ratings to analyze applicant responses to the questions in the application. Within each section, specific criteria define the expectations for an excellent response that 'Meets the Standard.' As stated above, the evaluation rubric is available on our website.

### ***Rating Characteristics***

#### **Meets the Standard:**

The response reflects a thorough understanding of key issues. It addresses the topic with specific and accurate information that shows thorough preparation; presents a clear, realistic picture of how the school expects to operate; and inspires confidence in the applicant's capacity to carry out the plan effectively.

#### **Approaches the Standard:**

The response meets the criteria in many respects, but lacks detail and/or requires additional information in one or more areas.

#### **Partially Meets the Standard:**

The response meets the criteria in some respects but has substantial gaps in a number of areas.

#### **Does Not Meet the Standard:**

The response is wholly undeveloped or significantly incomplete, demonstrates lack of preparation, or otherwise raises substantial concerns about the viability of the plan or the applicant's ability to carry it out.

### **Timeline**

*The Thomas B. Fordham Foundation  
2019 Charter School Replicator Application  
June 15, 2018*

<p><b>Timeline for Replicator Applicants</b></p>	<p><b>October 18 Fordham Board Approval</b></p> <p>School Year FY 2020/Fall 2019 Opening for New Schools</p>
<p>Online application available in Epicenter application management system.</p>	<p>7/15/2018</p>
<p>Deadline to submit application.</p>	<p>8/31/2018</p>
<p>Fordham staff and external reviewers evaluate application. The process includes:</p> <p>Content review. Applications that are incomplete or poorly drafted will not be considered.</p> <p>Individual evaluator review. Applications are reviewed by a team of Fordham staff and external application evaluators.</p> <p>Evaluation team debrief meeting. The evaluation team convenes to discuss the application’s strengths and weaknesses, and decide whether to approve an applicant for an interview.</p>	<p>September 2018</p>
<p>Interviews conducted, lead summaries finalized.</p> <p>Applicants are interviewed by the evaluation team. Interviews are in-person at Fordham’s Dayton office. Prior to the interview, applicants will receive an agenda of topics to be covered.</p> <p>Following the interview, the team convenes to reach consensus on the application. The team leader subsequently drafts the team’s analysis and submits it to Fordham’s senior sponsorship staff.</p>	<p>October 1-12, 2018</p>

Fordham senior staff notifies the Fordham board's Ohio committee of applications that are recommended for a sponsorship contract.	October 30, 2018
Fordham board vote on new school contracts. Applicants are notified in writing as to whether the Fordham board approved or did not approve the applicant for a sponsorship contract	October 31, 2018
Preliminary Agreement	November 30, 2018
Contracts are drafted and sent to school. Note: New school contracts must be submitted to ODE by 3/15/2019 for a new school fall open.	Preliminary contract drafted by February 1, 2019 for governing authority feedback.

# Cover Sheet

Name of proposed charter school:	
Name of non-profit corporation (school board):	
Chairperson of the non-profit board:	
Counsel of the non-profit board:	
Mailing address:	
Indicate the charter type (new school or existing school changing sponsors):	
Indicate the charter model (E-school, drop-out recovery, special needs, Montessori, etc.	
Name of contact person designated by non-profit board:	
Title/relationship to board:	
Mailing address:	
Telephone:	
Email:	

## Education Management Organization information

Name of education management organization (if any):	
Management company contact name:	
Management company contact telephone:	
Management company contact email:	
School leader name (if selected):	
Telephone:	
Email:	

## Epicenter (Web Based Application) access and roles

Name	Email	Organization Role	Submit or View

## Projected Enrollment

	Year 1	Year 2	Year 3	Year 4	Year 5
K					
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
Total					

Facility

School address:	
If you have not yet selected a facility please describe plans to do so:	

Disclosures

Do you have or have you had a relationship with other sponsors, community schools or their affiliates? If YES, please list the school(s) or entities and identify the basis of the relationship (e.g., contractor, employee of operator, treasurer, board member, etc.)

Yes/No

Sponsor, Community School or Affiliate:	Relationship

Has any member of the governing authority or development team, including a management company or treasurer/fiscal officer, been involved with an entity that was involved in a bankruptcy, closed for financial reasons, had a finding for recovery, or designated as un-auditable? If YES, please list the school(s) or entities and identify the basis of the relationship (e.g., contractor, employee of operator, treasurer, board member, etc.).

Yes/No

School or Entity:	Relationship:

I certify that all information contained herein is complete and accurate. I understand that any misrepresentation could result in disqualification from the application process or termination of the sponsorship contract, if executed.

I understand that incomplete applications and those submitted after the published deadline will not be considered. The person named as the contact person designated by the non-profit board is authorized to serve as the primary contact for this application on behalf of the non-profit board.

I have read, understood, and comply with the above statement.

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Name and title

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Date

## **Section A: Education Plan**

### **Mission and Vision**

#### **A.1 Mission, Vision, and Educational Philosophy**

*Applicant Instructions:*

State the school's mission and briefly present your vision for how the school will operate. Describe the school's educational foundation and the culture or ethos. Include an overview of the instructional methods and any research or experience that indicates why you have chosen to use this approach with your anticipated student population.

TYPE YOUR RESPONSE TO A.1 BELOW:

#### **A.2 Geographic Boundaries**

*Applicant Instructions:*

Pursuant to 3314.03(A)(19), please describe which of the following options the school will choose.

- (a) Prohibit the enrollment of students who reside outside the district in which the school is located; or,
- (b) permit the enrollment of students who reside in districts adjacent to the district in which the school is located; or,
- (c) permit the enrollment of students who reside in any other district in the state.

TYPE YOUR RESPONSE TO A.2 BELOW

### **Education Plan**

#### **A.3 Curriculum and Instruction**

*Applicant Instructions:*

Provide a description of the curriculum to be used by the school, including measurable objectives and subject area content and skills for each grade level.

Explain how the chosen curriculum aligns with the Ohio content standards.

Discuss the specific instructional strategies that will be relevant or necessary to ensure successful implementation of the curriculum, such as classroom-based or independent study, class size, class structure, and teaching methods. In addition, describe how the program will meet the needs of the at-risk students to be served.

Provide evidence that the proposed curriculum is research-based and has been or will be effective with the student population you plan to serve.

Describe the process the school will follow to evaluate, review and revise its curriculum.

**Include in Attachments:** For core subjects, include sample lessons from two different grade levels (**Attachment A**) that illustrate strategies for implementation of the curriculum consistent with the mission and educational philosophy of the school.

TYPE YOUR RESPONSE TO A.3 BELOW:

### Market Research

#### A.4 Target Population

##### *Applicant Instructions:*

Describe the anticipated population of the school and how the proposed mission, curriculum, teaching methods and services align with the educational needs of that population. Discuss the leadership team's experience serving similar student populations.

Describe the needs assessment of the school's target neighborhood and student population, including market research.

Market research should address the following:

- Analysis of student and student subgroup(s) academic needs to be served by the proposed community school which are not met by existing schools in the area or community.
- Demonstrated demand for the proposed community school (e.g., list of maps of all current school options, including capacity/seats currently available, evidence of existing wait lists or lack of capacity from existing schools, letters of commitment to the proposed school from parents, community stakeholders, etc.).
- Evidence of data collection and analysis in the following areas: real estate market (rental property, insurance rates, property taxes), availability of transportation (such as bus lines), enrollment fluctuation in surrounding schools, job growth, number and age range of students in the surrounding area of the proposed facility, crime rates, etc.

TYPE YOUR RESPONSE TO A.4 BELOW:

### A.5 School Calendar and Daily Schedule

*Applicant Instructions:*

Complete the table below.

**Include in Attachments:** Provide the school’s proposed calendar (**Attachment B**) showing the number of days the school will be in session and two sample daily class schedules (**Attachment C**) showing daily hours of operation and allocation of time for core instruction, supplemental instruction, extra-curricular activities, and after-school activities, as applicable.

TYPE YOUR ANSWER TO A.5. IN THE TABLE BELOW:

First day of school:	
School day start/end time:	
Hours in school day:	
Number of instructional minutes (core instruction) per day:	
Number of instructional school days per year:	
Number of supplemental instruction hours per day:	
Time devoted to staff development during school year (indicate days or hours):	
Time devoted to staff development prior to school opening (indicate days or hours):	

### A.6 Special Student Populations

*Applicant Instructions:*

Articulate the school’s philosophy regarding educating special student populations, including but not limited to strategies for student recruitment, retention, and support.

Describe the school's plans for identifying and successfully serving the following students in order to comply with applicable laws and regulations: students with disabilities, students with Limited English Proficiency (LEP), homeless students, gifted and talented students.

Explain specifically:

- How these students will be identified,
- How the school will develop plans for their education,
- How their progress will be monitored, and
- How the school has budgeted and staffed to meet those responsibilities.

Explain how the school's curriculum and approach to instruction will be designed or adapted to serve those students.

**TYPE YOUR RESPONSE TO A.6 BELOW:**

## **A.7 Mission-Specific Goals and Objectives**

*Applicant Instructions:*

Identify key academic goals and key non-academic goals for which the school plans to hold itself accountable. Explain how these performance standards align with the school's mission and proposed educational program.

Provide the school's policy and plan for reporting performance goals to parents and the public.

Well-developed goals will be SMART (i.e., specific, measurable, ambitious, attainable, relevant, time-bound).

The school-specific goals are any in addition to the Thomas B. Fordham Foundation Accountability and Performance Indicators which apply to all sponsored schools and are attached as a resource.

**TYPE YOUR RESPONSE TO A.7 BELOW:**

## A.8 School Climate and Discipline

### *Applicant Instructions:*

Describe the strategies the school will employ to develop and sustain a safe and orderly school climate that supports fulfillment of the educational goals and incorporates research-based discipline practices such as positive behavior interventions.

Explain the school's student behavior philosophy. Include the discipline policy or code of conduct for both the general student population and for students with special needs.

**Include in Attachments:** The full discipline policy should be included with procedures and policies for implementing alternative instruction (**Attachment D**). The policy should address the consequences (or range of consequences); due process procedures; identify the individuals responsible for carrying out the discipline policy, restraint and seclusion policy; and, escalation process.

Indicate how the school staff will be educated about, and trained to implement, the policy.

TYPE YOUR RESPONSE TO A.8 BELOW:

## A.9 Assessments and Intervention

All Ohio public charter schools are required to administer state assessments. Indicate any *additional* assessments the proposed charter school will administer.

Describe the school's approach to assessment. Explain how the school will evaluate progress of individual students, cohorts over time, and the school as a whole. Describe how the school will use interim assessments to gauge student learning and modify instruction. Indicate the person(s), position(s) and/or entities that will be responsible and involved in the in collection and analysis of assessment data.

Describe the school's policies and criteria for promotion and retention of students.

Describe the feedback cycle for staff.

TYPE YOUR RESPONSE TO A.9 BELOW:

### *Capacity to Execute the Plan*

## A.10 Growth Plan

*Applicant Instructions:*

Please describe your growth plan and how this will impact your current school(s) and management and/or organizational structure.

TYPE YOUR RESPONSE TO A.10 BELOW:

## **Section B: Financial Plan**

### **B.1 Budget**

Complete **Attachment E: Budget**, using the excel file provided.

- 1) Budget Form 1: Start-up Budget with Assumptions
- 2) Budget Form 2: First Year Budget with Assumptions
- 3) Budget Form 3: First Year Monthly Cash Flow Projection with Assumptions for monthly changes
- 4) Budget Form 4: Five Year Budget Plan with Assumptions for yearly changes

Detailed assumptions of the calculations used to estimate revenues and expenditures must be included for each line item.

**Include in Attachment F:** Provide letters of commitment from any outside source (e.g., banks, lending institutions, corporations, foundations, grants, etc.) from which you expect to receive funds, property, or resources. Letters should indicate when the funds, resources or property were secured. If the funds are not secured, the letter should indicate when the funds, resources or property will be secured.

### **B.2 Financial Management**

#### **Business Plan**

State your business goals, and why they are attainable.

Describe the systems and procedures for managing the school's finances and identify the staff position(s) that will be responsible for financial oversight and management, as well as their relevant qualifications to manage this work.

Identify any vendors that will be used to support finance and operations.

**Include in Attachment G:** If using an education management entity, please provide the three most recent years of the entity’s audited financial statements.

TYPE YOUR RESPONSE TO B.2 BELOW:

### B.3 Transportation, Food Service, Other Partnerships

State whether the school intends to provide transportation for students. If so, describe the transportation plan for all students, including those with special needs, and explain budget revenue and expenditure assumptions.

Describe the school’s plans for providing food service.

Indicate any types of health services that will be provided.

Explain any other partnerships or contractual relationships central to the school’s operations or mission.

TYPE YOUR RESPONSE TO B.3 BELOW:

### B.4 Insurance

Provide a quotation/letter that describes the level of insurance coverage that will be obtained (**Attachment H**).

### Capacity to Execute the Plan

#### B.5 Pre-Opening Plan

*Applicant Instructions:*

Provide a pre-opening plan that documents key tasks to be completed between approval of the application and opening of the school, including but not limited activities associated with finance, leadership, facilities, state obligations, students, parents and community.

Timelines and schedules for pre-opening may be included under **Attachment I**.

TYPE YOUR RESPONSE TO B.5 BELOW:

**Governance Plan:**

**Governance and Management Structures**

**C.1. Governing Body**

*Applicant Instructions:*

Provide a brief description of the governing board, its history, and its current operation. Provide the governing board’s view of the relationship between itself and the school leader and management entity (if any).

Discuss any training the board plans to obtain. Include a timetable, topics to be addressed and requirements for participation.

TYPE YOUR RESPONSE TO C.1 IN THE BOX BELOW:

**C.2 Governing Board Composition**

*Applicant Instructions:*

List the members of the proposed governing board including their names and current employment. Set forth board members’ relevant experience or qualifications for serving on the board including, but not limited to, their relationship to the community in which the school will be located and their membership on any other boards.

**Include in Attachments:** For each proposed governing board member, the application should include **(Attachment J)** a resume.

<b>Member 1</b>	
Position	
Name	
Mailing Address	

Phone (day)	
Phone (evening)	
Fax	
Email	
Relevant experiences or qualifications	
Membership on other boards	

<b>Member 2</b>	
Position	
Name	
Mailing Address	
Phone (day)	
Phone (evening)	
Fax	
Email	
Relevant experiences or qualifications	
Membership on other boards	

<b>Member 3</b>	
Position	
Name	
Mailing Address	
Phone (day)	
Phone (evening)	
Fax	
Email	
Relevant experiences or qualifications	
Membership on other boards	

<b>Member 4</b>	
Position	
Name	
Mailing Address	
Phone (day)	
Phone (evening)	
Fax	
Email	
Relevant experiences or qualifications	
Membership on other boards	

<b>Member 5</b>	
Position	
Name	
Mailing Address	
Phone (day)	
Phone (evening)	
Fax	
Email	
Relevant experiences or qualifications	
Membership on other boards	

*Applicant Instructions:*

Describe the plans to recruit, train and retain board members.

TYPE YOUR RESPONSE TO C.2 IN THE BOX BELOW:

### C.3 Management and Operations

Describe the organizational structure of the school and its day-to-day operation.

Explain the management roles and responsibilities of key administrators with respect to:

- Instructional leadership
- Curriculum development and implementation
- Personnel decisions
- Budgeting
- Financial management
- Legal compliance
- Any special staffing needs

Discuss how the school will handle/currently handles back office support, including state data entry.

**Include in Attachments:** Provide qualifications, credentials and resume of principal or principal candidate (**Attachment K**). Attach an organizational chart (**Attachment L**) that clearly presents the school's organizational structure, including lines of authority and reporting between the governing board, staff, any related bodies (such as advisory bodies or parent and teacher councils), and any external organizations playing a role in managing the school.

TYPE YOUR RESPONSE TO C.3 BELOW:

## Staffing Plan

### C.4 Staffing and Human Resources

Specify plans for recruitment, selection, and evaluation for all staff – including leadership and operations positions – of the proposed charter school. Include job descriptions for all staff members, employment benefits offered, and estimated salary ranges.

Explain how the non-profit governing board and school administration will handle unsatisfactory staff performance, as well as staff turnover and leadership succession.

**Include in Attachments:** Include a staffing chart for the school’s first year, and a staffing plan for the term of the charter (**Attachment M**). Attach a copy of the proposed school personnel policies or staff handbook (**Attachment N**).

TYPE YOUR RESPONSE TO C.4 BELOW:

### C.5 Professional Development

*Applicant Instructions:*

Describe the professional development opportunities that will be offered to teachers and staff.

Indicate the lead person responsible for developing, implementing and evaluating professional development plans.

Describe how professional development will include and support both general and special education teachers.

Explain how the professional development program is aligned with the school’s pedagogy and curriculum.

Articulate how the professional development program will be evaluated to assess its effectiveness and success, and how the program will be modified to support identified teacher needs.

**Include in Attachments:** Provide a schedule for professional development (**Attachment O**).

TYPE YOUR RESPONSE TO C.5 BELOW:

## C.6 Student Recruitment and Enrollment

Describe the plan for recruitment and enrollment of students. Explain how the school will be publicized and marketed throughout the community to a broad cross-section of families and prospective students.

Describe the school's plans and timelines for the school's recruitment, enrollment, and admission process (including lottery).

**Include in Attachments:** include any documents related to student enrollment (e.g., enrollment forms) in **Attachment P**.

**Include in Attachments:** provide a detailed Enrollment Policy in **Attachment Q**.

TYPE YOUR RESPONSE TO C.6 BELOW:

## C.7 Community Partnerships

*Applicant Instructions:*

List community partners and how they support the school.

You should include the impact of the school on the community and students and what process was used to assess local need and provided evidence of community support.

TYPE YOUR RESPONSE TO C.7 BELOW:

## C.8 Parent Engagement

*Applicant Instructions:*

Explain how the school encourages family involvement to support student learning.

Discuss policies, programs, and practices to ensure parental involvement and procedures to respond to parental complaints.

TYPE YOUR RESPONSE TO C.8 IN THE BOX BELOW:

**Section D: Facilities**

Please include a stipulation or agreement of which entity will own all community school facilities and property including but not limited to equipment, furniture, fixtures, instructional materials and supplies, computers, printers, and other digital devices purchased by the governing authority or operator.

Complete school facilities information below:

Description of Facility	
Annual Costs for Leasing	
Annual Mortgage Principal and Interest Payments	
Name of Landlord or Lender and Relationship to Operator	

## **Section E: Blended Learning**

Please submit the statement and information (if required) that applies to the school. ORC 3301.079 is included as a resource.

*If the School does not operate using the blended learning model as defined in ORC 3301.079, note in the message to reviewers “this section does not apply.”*

*If the School does operate using the blended learning model as defined in ORC 3301.079, include all of the following information.*

- (a) An indication of what blended learning model or models will be used;*
- (b) A description of how student instructional needs will be determined and documented;*
- (c) The method to be used for determining competency, granting credit, and promoting students to a higher grade level;*
- (d) The school's attendance requirements, including how the school will document participation in learning opportunities;*
- (e) A statement describing how student progress will be monitored;*
- (f) A statement describing how private student data will be protected;*
- (g) A description of the professional development activities that will be offered to teachers.*

# Application Checklist

I have completed all portions of the Education, Business and Organizational plans.

I have included all attachments.

I have submitted all documents in Word or Excel format.

I have completed and submitted the Assurances.

I certify that I have the authority to submit this application and that all information contained herein is complete and accurate. I acknowledge that any misrepresentation could result in disqualification from the application process or revocation after approval. I understand that incomplete applications and those submitted after the published deadline will not be considered.

The person named as the contact person for the application is so authorized to serve as the primary contact for this application on behalf of the organization.

Signature/date

Print name

Title