



ADVANCING EDUCATIONAL EXCELLENCE

Thomas B. Fordham Foundation

Replication Charter School Application

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Overview of the Replication of High Performing School Application Process

The purpose of this document is to share the steps in the application process for high performing schools seeking to replicate. Questions regarding the process may be sent to Theda Sampson (tsampson@fordhamfoundation.org).

General Summary

To begin the replication process, a template will be emailed to those who request one by email prior to the application being made available in the Thomas B. Fordham Foundation's (TBFF) web-based application system, Epicenter. Each applicant will have access to its original charter school application, if it was made to TBFF, to make any changes or updates to the Comprehensive Plan Overview sections in the replication application. If the school being replicated is not sponsored by TBFF, applicants should complete the entire Comprehensive Plan Overview.

Information considered by TBFF in a replication application includes the following key indicators: academic data; sponsor's compliance reports; financial records, including recent audits; business or growth plan and market research. After reviewing the replication application, the review team interviews the applicant. If TBFF is not the sponsor of the original school, TBFF will interview the applicant's current sponsor as well.

Replication applications are reviewed by a team of internal and external reviewers. A team leader organizes and guides the process. After a review of the replication application and submitted documents, applicants are recommended to move forward or not based on the extent to which the replication application met the standard on each of the application criteria. (Please see page five for an explanation of the ratings.) Following the interview, a formal review summary is provided to the TBFF board along with the team's recommendation.

Requirements for submission: Web-based Application Instructions

Applicant Handbook

https://my.epicenternow.org/Help/#t=Training%2FApplication%2FApplicant_Handbook.htm

Applicant Training Resources

https://my.epicenternow.org/Help/#t=Training%2FApplication%2FApplicant_Training_Resources.htm

If you look in the Help Center under the Training Category, there is an Application Section that these are in. Just let me know of any questions, or if you are not able to access them.

Logging in to the Application System

Once the new applicant cover sheet has been submitted, applicants will receive log in information via email. After a user logs in, all required application “tasks” (Epicenter’s term for the individual sections to be completed) will be available with instructions and resource documents. The applicant is responsible for completing each task.

Completing a Task in the Queue

Tasks are opened by selecting the user’s Tasks Queue found in the upper left corner of the Epicenter home page. Arrows may be rearranged to sort the tasks in your queue. To complete a task listed in a user’s Tasks Queue, please complete the following steps:

1. Click the row of the submission requirement to be completed. This will bring the user into that task's Submission Upload page.

The Organization for which the user is submitting the requirement will be listed at the top. Ensure that the correct task is opened. 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 asterisk (*). Use the Upload New File button or Previously Uploaded File button and attach the file(s). If the requirement is a Certification of Completion type response, select the appropriate check box. If the requirement includes a Narrative, users can either type in a response, upload a file, or both.

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

Application Evaluation Criteria

Evaluation teams are comprised of individuals 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 applicants' responses to the questions in the application. Within each section, specific criteria define the expectations for an excellent response that 'Meets the Standard.

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 advance the academic achievement (i.e., boost the skills and knowledge) of students attending the proposed school.

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 significantly under-developed or 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

Timeline for Replication Applicants	School Year 2022-23 Opening
Online application available in Epicenter application management system.	Opens July 1, 2021
Deadline to submit application.	July 31, 2021
<p>Fordham staff and external reviewers evaluate applications. 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 develop interview questions.</p>	Completed by August 31, 2021
<p>Interviews conducted; team leader summaries finalized:</p> <p>Applicants are interviewed by the evaluation team. 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>Fordham may seek clarifications, modifications, or additional information from applicant.</p>	Completed by September 30, 2021
<p>Fordham senior staff notifies the Fordham board's Ohio Committee of application recommendations. The committee will then consider making a recommendation to the full Fordham board and president.</p>	Completed by October 15, 2021
Full Fordham board votes on any new school applications before them. Applicants are notified in	October 27, 2021

writing as to whether the Fordham board approved or did not approve the applicant for a sponsorship contract.	
Preliminary Agreement	Completed by November 1, 2021
Contracts are drafted and sent to school leaders/contact persons/governing authority. Note: New school contracts must be submitted to ODE by May 15 for a new school to open the subsequent fall.	Preliminary contract drafted for governing authority feedback.

Cover Sheet

Name of proposed charter school:	
Name of non-profit corporation (school board):	
Chairperson of the non-profit board:	
Contact information:	
Indicate how many additional schools you would like to apply for:	
Name of contact person designated by non-profit board:	
Name of School/Model being replicated:	
Sponsor of the School/Model being replicated:	
Contact information:	

Education Management Organization information

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

Epicenter (Web Based Application) access and roles

Name	Email	Organization Role

Projected Enrollment for the New Campus

	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

Will you be opening your school in the Cleveland Metropolitan School District?
Yes/No

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 understand that if original contract plans from the school or model being replicated (Education, Financial, Business, or Governance Plan) have changed or will be changed, I must state the changes on this application.

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

Name and title

Date

Replication Application

Market Research and Community Needs

Target Population and Geographic Boundaries

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.

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 and provide evidence of student learning gains made with similar populations using methods and programs such as those proposed here.

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

Please attach proof of the following:

- Analysis of student and student subgroup(s) academic (and other, if applicable) 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.

RESPONSE:

Prior Success in Raising Student Achievement

Please describe prior success the developer has had in improving student academic outcomes; please include supporting data showing clear evidence that it has successfully increased student achievement in the populations to be served and in multiple subjects by using an education model like the one proposed here.

RESPONSE:

Capacity to Execute the Plan

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 to activities associated with finance, leadership, facilities, state obligations, students, parents, and community.

Timelines and schedules for pre-opening may be included as attachments.

RESPONSE:

Financial Plan and Business Plan

Complete the Budget Attachment, using the Excel file provided.

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

Include in Attachments: 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 or will be secured.

Questions:

How will this replication impact the budget of the school being replicated? Will any staff or in-kind services be provided?

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 including treasurer, EMIS and transportation services.

For applicants with a school/model being replicated which has been in operation for at least two years in Ohio, the most recent five-year forecast and the last two years audited financials should also be attached.

RESPONSE:

Governance

Provide a list of the members of the proposed governing board, including their names and current employment, using the tables below. 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 a resume.

Member 1	
Position	
Name	
Mailing Address	
Phone (day)	
Phone (evening)	
Fax	
Email	
Relevant experiences or qualifications	
Membership on other boards	

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

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

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

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

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

RESPONSE:

Staffing Plan

Specify plans for recruitment (how staff at all levels will be recruited and from where); the identification and selection process for staff; any initial orientation, training, or staff development; and plans for performance evaluations of hired staff. This information should be furnished in connection with all staff – including leadership and operations positions – of the proposed charter school. Include job descriptions for all staff positions, employment benefits offered, and estimated salary ranges. Please state why the applicant believes that it will be able to consistently recruit and retain high quality staff for teaching and other positions, particularly if the school is planning compensation at levels below nearby district schools.

Include a staffing chart for the school’s first year, and a staffing plan for the term of the charter.

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.

RESPONSE:

Community Partnerships

List any community partners and how they will support the school.

What process was used to assess local need and provide evidence of community support?

What impact will the school have on the community and students?

RESPONSE:

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	

Application Checklist

I have completed all portions of the Replication Application.

I have included all attachments.

I have reviewed the Comprehensive Plan Overview and responded and included attachments detailing any changes from the school being replicated. The Comprehensive Plan Overview should be completed (in its entirety) only if the school being replicated was not approved as a startup school or sponsored by TBFF.

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

Comprehensive Plan Overview

NOTE: If the school being replicated was not approved as a startup school or sponsored by TBFF, the Comprehensive Plan Overview Template should be completed in its entirety.

Review the attachments and detail any changes from the school being replicated in the Comprehensive Plan Overview Template.

If there are no changes, check all the relevant “no changes to the current Comprehensive Plan as presented” boxes below.

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:

OR:

There are no changes to the current Comprehensive Plan as presented.

Education Plan

A.3 Curriculum and Instruction

Applicant Instructions:

Identify and describe the curriculum or curricula and pedagogy in detail and provide solid evidence of its efficacy when delivered competently to students such as those intended to be served at the applicable grade levels. If it is too new to have such evidence, supply persuasive research and other reasons why it is expected to be successful with the proposed student population.

Provide measurable objectives and subject area content and skills for each grade level in all core subjects, including but not limited to those subject to Ohio state assessments.

Explain how the chosen curriculum aligns with the Ohio content standards. If applicable, refer to reviews performed by EdReports.org or similar entities to demonstrate alignment.

Discuss the specific instructional strategies that will be employed to ensure effective implementation of the curriculum. Include organizational arrangements (e.g. classroom-based or independent study, blended learning, and class structure) as well as teaching methods. Make certain to describe how the proposed curriculum-and-instruction plan will meet the educational needs of at-risk students, students with disabilities, advanced learners and minority youth.

Provide solid evidence that the proposed curriculum is effective (when properly deployed) in boosting the skills and knowledge in core subjects of students such as those in the pupil populations you intend to serve. The evidence provided should meet the standards of ESSA Tier 1 or Tier 2. Insofar as the program is too new to yield such evidence, it will be imperative to supply the research base that undergirds the proposed program or otherwise furnish persuasive grounds for Fordham to have confidence that it will yield the desired results for students to be served.

Describe procedures and metrics by which the school will regularly—as in “continuous improvement”—monitor the effectiveness of its instructional program and swiftly make adjustments as needed. This may include organizational and personnel arrangements as well as curriculum and pedagogy.

Describe how the school will develop sound student character, citizenship and civic understanding, social and emotional wellbeing, and physical health.

Include in Attachments: For core subjects, include sample lessons from two different grade levels 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:

OR:

There are no changes to the current Comprehensive Plan as presented.

A.5 School Calendar and Daily Schedule

Applicant Instructions:

Complete the table below.

Include in Attachments: Provide the school’s proposed calendar, showing the number of days the school will be in session and two sample daily class schedules 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 per day	
Number of instructional school days per year	
Number of supplemental instruction hours per day	
Time devoted to staff development during the school year (indicate days or hours)	
Time devoted to staff development during the school day (indicate days or hours)	

OR:

There are no changes to the current Comprehensive Plan as presented.

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.
- How the school will determine changes and adjustments to be made in its program if the progress of any of those groups is not satisfactory.

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:

OR:

There are no changes to the current Comprehensive Plan as presented.

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 TBFF Accountability and Performance Indicators which apply to all sponsored schools and are attached as a resource.

TYPE YOUR RESPONSE TO A.7 BELOW:

OR:

There are no changes to the current Comprehensive Plan as presented.

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, whenever possible, 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) for infractions of the code of conduct; clearly explain due process procedures; identify the individuals responsible for carrying out the discipline policy, restraint and seclusion policy; and enumerate the escalation process.

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

TYPE YOUR RESPONSE TO A.8 BELOW:

OR:

There are no changes to the current Comprehensive Plan as presented.

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 collection and analysis of assessment data.

Describe any formative assessments to be used and how/when you plan to use them.

Discuss the student progress reports, report cards, and other ways you plan to track pupil progress, and how you plan to provide that information to teachers, parents, advisors, etc.

Describe how the school will provide teachers and other staff with regular information about the progress (or lack thereof) of pupils to facilitate any "mid-course" corrections needed.

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

If the school plans to use individualized instruction based on the results of student assessments, please describe how that will be implemented.

TYPE YOUR RESPONSE TO A.9 BELOW:

OR:

There are no changes to the current Comprehensive Plan as presented.

Governance Plan

Governance and Management Structures

C.1. Governing Body

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 BELOW:

OR:

There are no changes to the current Comprehensive Plan as presented.

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. Attach an organizational chart 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:

OR:

There are no changes to the current Comprehensive Plan as presented.

C.4 Staffing and Human Resources

Describe how the school will ensure that its teachers and school leaders are aligned with the school's mission and programming, and capable of successfully executing both.

Describe how the school will evaluate its teachers, administrators, and other staff.

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

Discuss any incentive or rewards systems the school plans to use for staff.

TYPE YOUR RESPONSE TO C.4 BELOW:

OR

There are no changes to the current Comprehensive Plan as presented.

C.5 Professional Learning

Describe the professional learning opportunities that will be offered to teachers and staff, including trainings, professional learning communities, planning time, etc.

Indicate who will be responsible for developing, implementing, and evaluating professional learning plans and programs.

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

Explain how the professional development program is aligned with the school's evidenced-based pedagogy and curriculum and evidence as to the efficacy of such a program in advancing teacher performance and student learning.

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 and pupil needs.

Provide a schedule for professional development.

TYPE YOUR RESPONSE TO C.5 BELOW:

OR:

There are no changes to the current Comprehensive Plan as presented.

C.6 Student Recruitment and Enrollment

Describe the school's plans and timelines for the student recruitment, enrollment, and admission processes (including any lottery that might be needed).

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

Include in Attachments: provide a detailed Enrollment Policy.

TYPE YOUR RESPONSE TO C.6 BELOW:

OR:

There are no changes to the current Comprehensive Plan as presented.

C.8 Parent Engagement

Describe how the school will keep parents/caregivers informed regarding their students' educational performance, progress, concerns, or other issues.

Discuss how parents/caregivers will be enlisted as educational partners (e.g., homework, discipline).

Explain how the school will encourage 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:

OR:

There are no changes to the current Comprehensive Plan as presented.