Application Preliminary Evaluation Packet

For each section, please rate the response then explain your rating by specifying strengths and weaknesses in the space provided. Where applicable, you should elaborate on concerns by specifying additional information you would request or follow-up questions that you have.

Each section presents key characteristics of an “excellent” response. In general, the following definitions should guide your ratings.

▪ **Inadequate:** The response either fails to entirely address the selection criteria or addresses some of the criteria; yet the responses lack adequate detail and/or raise substantial concerns about the applicant’s preparation for and ability to start or operate a charter school successfully.

▪ **Average:** The response indicates solid preparation and grasp of key issues. It contains some of the characteristics of an excellent response although additional support or information may be needed in places.

▪ **Excellent:** The response demonstrates a thorough understanding of key issues and the ability to start a charter school successfully. It addresses the topic with clear, specific and accurate information that reflects thorough preparation.

Subcommittee Signatures

<table>
<thead>
<tr>
<th>Subcommittee Signatures</th>
<th>Alan Hawkes</th>
<th>Date: April 24, 2012</th>
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<tbody>
<tr>
<td></td>
<td>Joe Maimone</td>
<td>Date: April 24, 2012</td>
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<td>Tim Markley</td>
<td>Date: April 24, 2012</td>
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<td>Aaron Means</td>
<td>Date: absent_________</td>
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<tr>
<td></td>
<td>Rebecca Shore</td>
<td>Date: April 24, 2012</td>
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A. Mission Statement and Purpose for Existence
An excellent mission statement will have the following characteristics:

- Clear, focused and compelling
- Likely to improve education outcomes
- Expressing clear guiding purposes
- Identifying priorities that meet the six legislated purposes of the NC charter school law
- Specific and measurable performance objectives, over time, outlining the school's achievement goals
- Evidence of strong community support and stated need for the school.

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Mission Statement:
Strengths

Good action verbs and identified the need in the area.

Concerns and Additional Questions

Too flowery, not very specific

B. Governance
An excellent application will demonstrate the following characteristics related to the Governance and Management plan:

- Proposed board members will contribute the wide range of experience and expertise that will be needed to oversee a successful charter school such as education, management, financial planning, law, and community outreach (including the attachment of their one page resumes)
- Clear description of selection and removal procedures, term limits, meeting schedules, and powers and duties of board members (including a conflict of interest policy)
- Organizational goals and performance measures to chart
- Clear distinction between the roles and responsibilities of the board members, school administrators, and EMO staff (if applicable)
- Copy of the EMO management agreement (if applicable) and how the charter school board of directors will retain ultimate responsibility for the school
- Details explaining how the board evaluated the selected EMO as compared to others and how this nonprofit board will annually evaluate this relationship against measurable objectives
- Provide evidence that the proposed EMO has a history of academic and financial successes
- Plan for meaningful involvement of parents and community members in the governance of the school
- Organizational plan, with a chart, that clearly outlines roles and responsibilities for implementing the school program successfully as well as a description of entities identified on the provided chart.
- Inclusion of the organizational articles of incorporation, by laws, and conflict of interest policies that reveal clear understanding of charter school governance
- Clear description of the enrollment policy including which, if any, statutorily allowed enrollment preferences the school proposes to offer
- Explanation of criteria for enrollment decisions and the lottery process to be used
- Clear procedures for withdrawals and transfers from the school that will support an orderly transition for exiting students or a clear plan for developing such procedures

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### Governance and Operation:  
#### Strengths

| Real Strength of the application, unique organizational chart, appears to be a strong board of directors. |

#### Concerns and Additional Questions

| Board of Directors – Minimum of 3, no more than 5. What measures are in place when only three members present, that decisions are made that represent the entire board, and not just two voters. |
| Admissions applications – Asks for EC information – this would be best if occurring at enrollment. |
| Page 11 – question about “the first in six member school consortium across the landscape. Does this mean this group will be applying for a total of 6 schools? |
| Note: approval of this charter school will not automatically mean other charters being approved (6 member schools) |
| Confusing, which verb in the mission is this school focusing on (seeing there are 5 other schools as part of the consortium). |

### C. Education Program

An excellent proposal will demonstrate the following qualities related to the Educational Program:

- Alignment between the school's mission and its goals, objectives and standards
- Goals and objectives that are clear, specific, measurable, ambitious and attainable
- Performance standards aligned with the goals as well as state and federal requirements
- The curriculum framework is clearly presented, aligned with the school's mission, and provides an appropriate level of detail for the objectives, content, and skills for each subject and for all grades the school will serve.
- Details about the type of learning environment, class size, and teaching methods
- The curriculum is supported by research and by applicant experience.
- A clear outline of how the school will monitor the implementation of the curriculum. The plan identifies a timeline, a lead contact, action steps, and how this information will be used in facilitating professional development.
- The school day and school calendar are structured in ways that align with the educational program.
- A convincing plan for ongoing curriculum development (e.g., revision of standards and benchmarks, improvement of curriculum alignment, and assessment development) is included.
- Details in how the school will involve parents and community within the educational program.
- Describe how students that are not performing at expected levels – whether at-risk or gifted – will receive additional assistance to ensure continued student growth.
- Listing of any co-curricular or extra-curricular programs that are planned and how the applicant proposes to fund and deliver them.
- Evidence that school staff will receive focused professional development to implement the school mission and instructional methodologies.
- Provide, if a private school conversion, details about the academic success of that school as well as the rationale for wanting to become a public entity.

| Inadequate | Average | Excellent |

**School Name:** Invest Collegiate
**Education Plan:**

**Strengths**
Page 7 and 8, core knowledge and advanced placement. Thinks it’s a solid education program. Reaching very high academically, offering multiple electives immediately (according to the plan)

Page 9 – courses outlined –

Well defined – lots of different theorist – applicant did a nice job making these theories all connect.

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**Concerns and Additional Questions**

Are they going to have the staffing to complete all of this? Is it noted within the budget?

Do this education plan support (align) the facilities and staff plan

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**D. Special Education**

An excellent application will have the following characteristics regarding the plan for Serving Students with Special Needs:

- Realistic plan to identify and meet the learning needs of at-risk students, students with disabilities, gifted/talented students, and English language learners
- Timeline, lead contact, and intervention process with specific action steps for meeting learning needs of students with special needs
- Plans for serving special populations align with the overall curriculum, instructional approaches, and the school mission

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**Serving Students with Special Needs:**

**Strengths**

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**Concerns and Additional Questions**

Average, we have EC kids, we will teach them

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**E. Student Conduct and Discipline**

An excellent application will include:

- Policies for addressing expulsion, suspension and education of expelled or suspended students that provide adequately for the safety of students and staff; provide due process for students; serve the best interests of the school’s students; and create a positive environment for learning.
- Included in this plan is a description of the process for disciplining students with disabilities.
- A process for parental appeal of disciplinary decisions through a grievance procedure.
- Sample handbooks and policies already discussed by the applicant group.

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School Name: Invest Collegiate
**Student Conduct and Discipline:**

**Strengths**

Looked as though they were going to tailor it to the school's mission and other plans. One of the stronger ones, well defined and clear.

**Concerns and Additional Questions**

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**F. Projected Staff**

An excellent application will include:

- A description of the process that will be used to advertise for, select, and employ school leadership, instructional staff, and other employees.
- An explanation of the relationship that will exist between the charter school and its employees. If partnering with an EMO, a clear description of their role, if any, in the hiring/firing process.
- Qualifications and job descriptions are clearly explained; and should the applicant have already identified individuals for specific positions, resumes are provided for review.
- A plan for the development, mentorship, retention, and regular evaluation of staff that is manageable and is clearly linked to the school's mission and educational program, including a timeline, a lead contact, and specific action steps.
- A collection of employment policies OR clear plan for timely development of such policies that will include staff grievance procedures and employment/dismissal protocols.
- Details on how the charter school will regularly evaluate its instructional and administrative staff.

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**Projected Staff**

**Strengths**

This school would be very strong, if they will be able to recruit, and retain teachers of this magnitude.

One of the founding members, former school leader of multiple charters.

Holding to high standards for educators.

**Concerns and Additional Questions**

With all of the requirements, incredibly rigorous to work there- competing in Charlotte with a 25% supplement. High competition.

Love the high standards, not sure if they will get it.

I’d like to ask the question about the multiple hoops the faculty will need to jump, just to get their job. How will this be carried out and maintained?

**G. Enrollment and Business Plan**

An excellent proposal will present a Business Plan with the following characteristics:
- Budget assumptions and financial planning based on realistic revenue and expenditure projections for five years based on minimum enrollment needed for solvency as well as at 100% enrollment
- Spending priorities that align with the school’s mission, curriculum, and plans for management, professional development, and growth
- Maintenance of a small, contingency reserve
- Budget format as prescribed by the application that reveals realistic cash flow projection for the first year of operation including a plan for funding cash flow shortfalls
- Sound financial management systems
- Adequate and reasonable plan to manage start-up costs
- Description of how the school will conduct an annual audit of the financial (including the name and contact information for auditing firm) and programmatic operations
- Details on how the school plans to market itself to ensure equal access by all students
- Results of any surveys or demographic studies performed by the applicant to create this proposal.
- Dates, times, or locations of meetings held to talk about this proposal with members of the public to ascertain the level of public interest in the proposed charter school
- An evaluation of the impact this charter school would have on nearby public schools
- Provided information about how the school proposes to comply with the statute to mirror the diversity of the local education agency after its first year of operation.
- Definitive policies and procedures for recruiting, registering, and admitting students that reflect the racial composition of the school district or targeted school population.

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**Enrollment and Business Plan:**

**Strengths**

Adequate contingencies.

Bracing for Charlotte Mecklenburg when it comes to rent, a strength of the business plan.

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**Concerns and Additional Questions**

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**H. Insurance and Transportation**

An excellent application will provide

- Adequate assurance that the school will meet applicable insurance requirements.
- Statement regarding whether the school plans to provide transportation for its pupils and, if so,
- Clear description of how the school plans to meet the transportation needs of its pupils
- Viable plan specifically addressing transportation needs of low-income and academically low-achieving students that is also reflected in the proposed budget

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**I. Facilities and Equipment**
An excellent Facility plan will have the following characteristics:
If a facility has been identified --
- Designation of the proposed facility
- Evidence that the facility will be appropriate for the educational program of the school and adequate for the projected student enrollment
- Adequate reflection of the costs associated with the proposed facility in the budget, including rent, utilities, and maintenance
- Assurance that the proposed facility will be in compliance with applicable building codes, health and safety laws, and with the requirements of the Americans with Disabilities Act (ADA)
- A sound plan to identify needed renovations as well as the funds and a timeline for the completion of those renovations
- Contingency plans should this facility not be completed in time for the school to open as planned.

If a facility has not yet been identified –
- Description of anticipated facilities needs including evidence that the facility will be appropriate for the educational program of the school and adequate for the projected student enrollment
- Inclusion of costs associated with the anticipated facilities needs in the budget, including rent, utilities, and maintenance
- Evidence to indicate that facilities-related budget assumptions are realistic based on anticipated location, size, etc.
- Assurance that the proposed location will be in compliance with applicable building codes, health and safety laws, and with the requirements of the Americans with Disabilities Act (ADA)
- Plan for finding a location, including a proposed schedule for doing so
- Contingency plans should this facility not be completed in time for the school to open as planned

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<td><strong>Strengths</strong></td>
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<tr>
<td>Impressed that they have the facility, impressed that they listed the restaurants they will work with, detailed. Realistic budget as it relate to the locations</td>
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**School Name:** Invest Collegiate
J. Health and Safety Requirements
An excellent health and safety plan will contain:
- Descriptions of the health and safety procedures that ensure compliance with state and federal laws or requirements such as fire and safety regulations, diabetes care plans, and student immunizations.
- Details concerning the school’s crisis plan and dealing with bloodborne pathogens and/or hazardous chemicals.
- Evidence that the school will provide students in grades 9-12 with information on the state’s safe surrender laws and how they will notify parents of the availability of various vaccines at the beginning of each year.
- Explanation, if applicable, how the school will comply with food inspections within their cafeteria or food distribution process.

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Health and Safety Requirements:
Strengthes

Concerns and Additional Questions

OVERALL ASSESSMENT
Would you, as a subcommittee, recommend an interview for this application? Remember that a subcommittee is not a quorum of the whole Council and has no authority to bind the Council to a particular recommendation. This rubric, and the following recommendation, is simply a starting point for Council deliberations regarding which applicants to invite back for an interview.

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4 Yes

If the recommendation is “no,” provide comments in the appropriate section detailing the reason(s) for not recommending an interview.

Summary Comments

| Educationally | Through core knowledge and advanced placement. Thinks it’s a solid education program. Reaching very high academically, offering multiple electives immediately. Well defined - lots of different theorist – applicant did a nice job |

School Name: Invest Collegiate
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<td>Question about “the first in six member school consortium across the landscape. Does this mean this group will be applying for a total of six schools?</td>
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<td><strong>Financially</strong></td>
<td>Detailed budget plan, realistic budget as it relates to the area.</td>
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<td><strong>OVERALL</strong></td>
<td>Strong application</td>
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