



# Driving Towards Application **SUCCESS**

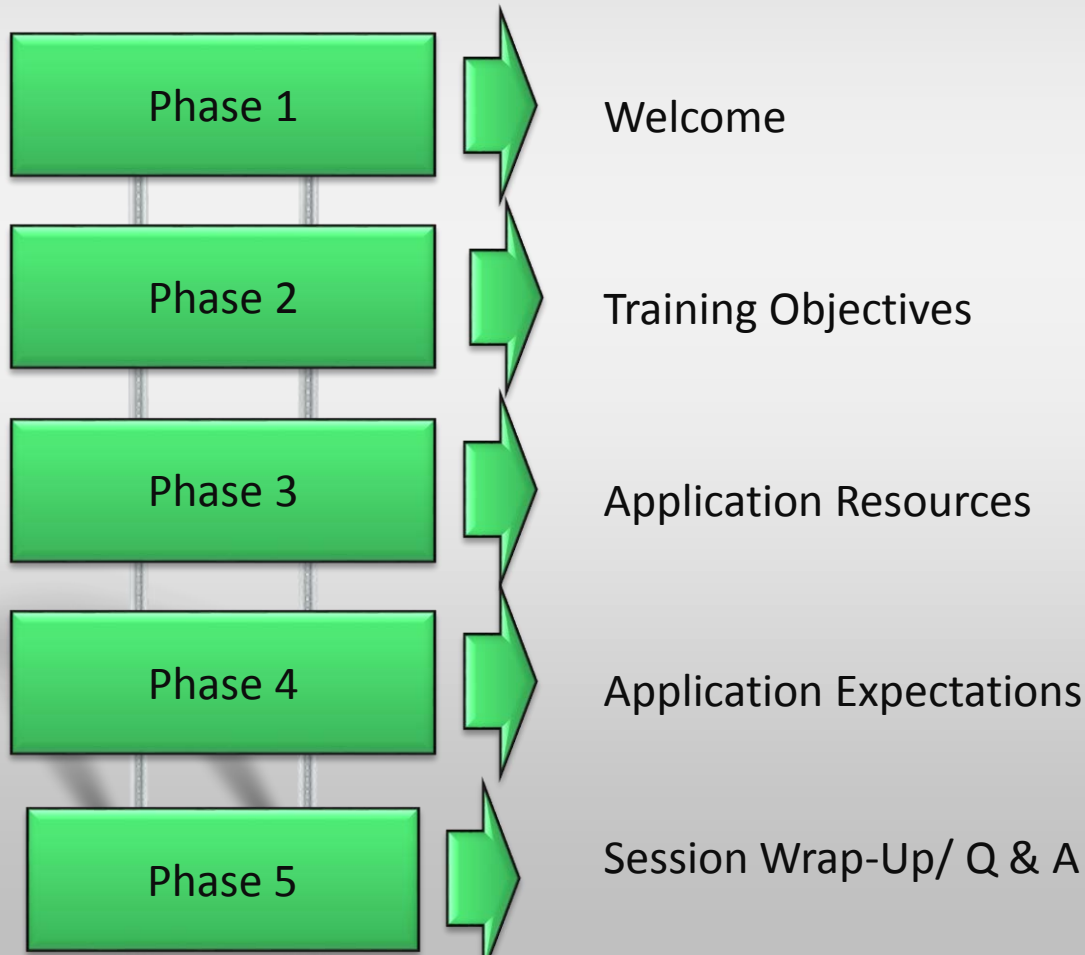
*Deanna Townsend-Smith, Ed.D.*

NC Office of Charter Schools

2016 Training Sessions



## Agenda or Summary Layout





# Training Objectives

- Receive multiple support resources.
- Master the application specifications.
- Discuss the requirements for each section of the application.
- Answer participant questions regarding the application requirements.
- Review the evaluation tools.
- Begin building a network of future charter school leaders.



# Innovation







# Resources



## Resources

- Resource Manual
  - (Application and OCS web site)
- Finance and Business
  - (Charter School Finance Guide)
- Sample Initial Screening Form
  - (Application and OCS website)
- Sample Application Evaluation Rubric
  - (Application and OCS web site)
- Previous applications
  - (OCS web site)
- Current NC public charter schools
  - (OCS web site)
- Wiki
  - <http://ocs.ncdpi.wikispaces.net/>



## Plagiarism Words of Wisdom

“You can't copy anybody and end with anything. If you copy, it means you're working without any real feeling.” [Billie Holiday](#)



“I'd rather do my own performance than copy someone else's.” [Arthur Darvill](#)



# **Due Date & Application Requirements**





## Due Date and Requirements

**REMEMBER**



## Due Date and Requirements

### Application Due Date:

- By 5:00pm EST on or prior to September 25, 2015
  - Be prepared to submit your non-refundable \$1000 application fee when submitting application
    - Application Fee Must Be Mailed to OCS
    - Applications lacking the application fee will be deemed incomplete
    - Payment in the form of Check



### Submit Online Only:

- Any application submitted outside of this format will not be accepted/considered



# Application Specifications



# Application Specifications

✓ Late submissions **will not** be accepted. **No Exceptions.**

✓ Applicants must submit applications on or prior to the deadline, **September 25, 2015, at 5:00pm (Eastern Standard Time).**

✓ Applications must be submitted using the online portal using the following specifications:

✓ If a particular question does not apply to your team or proposal, respond “Not Applicable,” **AND** state the reason this question is not applicable to your team or proposal.

✓ All required Appendices should be clearly titled, include page numbers (i.e. Appendix A and page numbers as A1, A2, B1.....) and submitted as **PDF** documents in the appropriate place within the application.

✓ Review all elements of the application for completeness before submitting. An incomplete application will result in the elimination of the application.







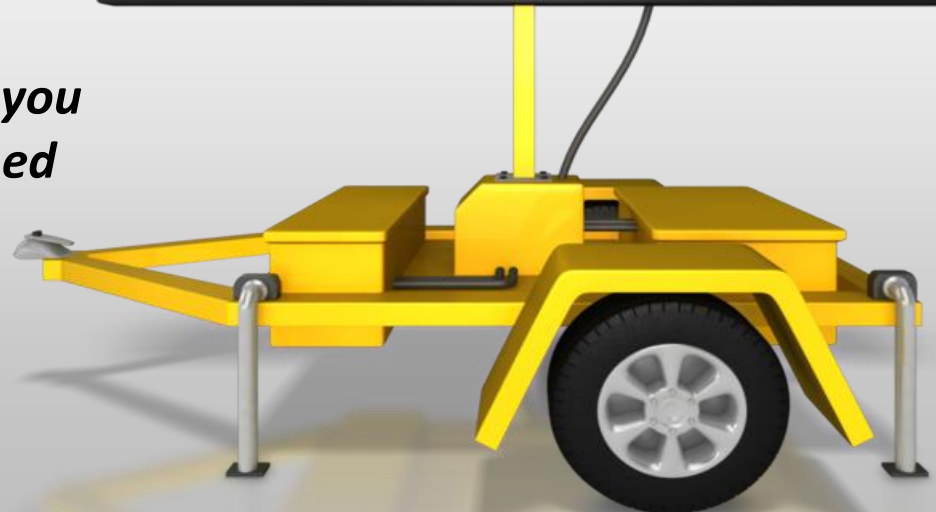
## Signs of a Complete Application

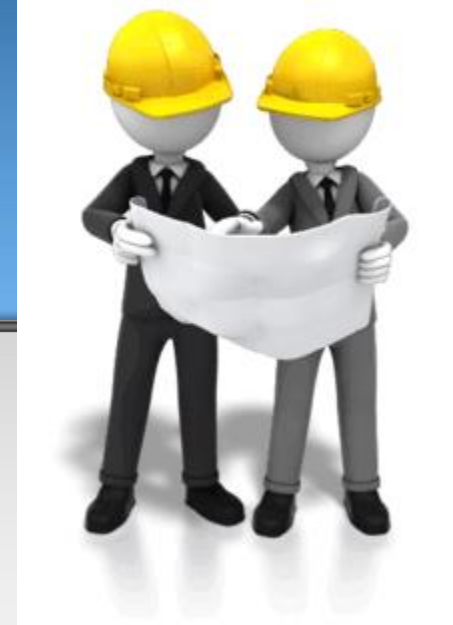
A completed application includes

- ❖ One(1) complete document **submitted** through the online portal
- ❖ PDF Copies of Appendices submitted through the online portal in the designated areas
- ❖ Non-Refundable \$1000 Application Fee

***\*Once you receive final approval you will be required to submit a signed hard copy to OCS\****

Caution – Is My Application Complete???





## Before Applying.....

- Establish Articles of Incorporation for a nonprofit corporation through the NC Secretary of State  
<http://www.secretary.state.nc.us/corporations/>
- Currently, any **nonprofit corporation** seeking to establish a charter school may apply for a public charter school to one chartering entity – SBE
- Develop a base of knowledge and investigate documents and resources such as:
  - ✓ NC charter school law
  - ✓ North Carolina Open Meetings laws
  - ✓ Federal programming



# **Application Process & Timeline**



## Process & Timeline



“The key is not to prioritize what's on your schedule, but to schedule your priorities.”

[Stephen Covey](#)



Process & Timeline Outlined

**For schools to open in Fall 2017**

([pdf, 394kb](#))





# Application Components



## **Application Components**



***Application Contact  
Information***



***Mission, Purposes, &  
Goals***



***Education Plan***



## **Application Components**



***Governance and  
Capacity***



***Operations***



***Financial Plan***



## Application Components



*Application Fee*



*Signature Page*



*Appendices*





## As you complete each section.....

- ❖ The sections developed by the initial board should align with all other sections of this application.
- ❖ Be clear and concise with all sections of the application, mind the character limits and...edit, edit, edit.
- ❖ Do not assume that the application reviewer has knowledge about your particular target student population, mission, education plan and programming.
- ❖ Provide clear evidences to support the fidelity and viability of this proposed plan.
- ❖ Reviewers will want to know that your proposed organization has the capacity to grow and build upon the proposed written application plan.
- ❖ Be sure to include detailed specifications when it comes to the overall plan and budgeting.
  - ❖ For example, if you propose a vocational high school, make sure you include a detailed description of the facility, stakeholder partnerships, resources, and staffing needed within the first five years of operation.





# **Application Components**

## **Applicant Contact Information**



## Applicant Contact Information

**Remember to update with OCS any changes to the Lead Contact information after Application Submission**

**501 (c) (3) non-profit status:** Applicants must receive federal tax-exempt status no later than 24 months following final approval of the application.

**Grade Levels Served and Total Student Enrollment:** The projected enrollment figures should be tactical and realistic for the proposed region. Once the application is approved by the State Board of Education these projected enrollment numbers will drive the funding provided to the public charter school in at least year one of the charter's existence.

***\*Application Note: Application should be signed by the lead contact or board chair to signify the initial members of the board were regularly involved in the overall development of the application.***





## Applicant Contact Information

**Private/Public Conversion** – Charter school applicants may apply to convert an existing private or traditional public school to a public charter school (§ 115C-218.1). This conversion shall provide opportunities for teachers, parents, pupils, and community members to establish and maintain schools that operate independently of existing schools.

**Replication** - Charter school applicants may apply to replicate an existing charter school through the regular application round. The State Board of Education has also adopted a fast track replication policy for those interesting in applying through the fast track process. [TCS-U-016](#) provides information on the fast track process.







# **Application Components**

## **Mission, Purposes, and Goals**



# Mission, Purposes, and Goals

## Mission

**"When you discover your mission, you will feel its demand. It will fill you with enthusiasm and a burning desire to get to work on it."**

*- W. Clement Stone*

**"The mission says *why* you do what you do, not the means by which you do it." – Peter Drucker**



- The mission needs to have an [emotional attachment](#); it is the guiding light for everyone within the organization.
- The mission should resonate with everyone whether they just joined an organization, or have been there since the beginning.
- The mission should be easily communicated to ensure execution within the organization.



# Mission, Purposes, and Goals

Mission Reflection

[http://www.youtube.com/watch?v=v6An\\_b4aOo&sns=em](http://www.youtube.com/watch?v=v6An_b4aOo&sns=em)





# Mission, Purposes, and Goals

## Purposes

### Six Legislative Purposes § 115C-218

1. Improve student learning;
2. Increase learning opportunities for all students, with special emphasis on expanded learning experiences for students who are identified as at risk of academic failure or academically gifted;
3. Encourage the use of different and innovative teaching methods;
4. Create new professional opportunities for teachers, including the opportunities to be responsible for the learning program at the school site;
5. Provide parents and students with expanded choices in the types of educational opportunities that are available within the public school system; and
6. Hold the schools established under this Part accountable for meeting measurable student achievement results, and provide the schools with a method to change from rule-based to performance-based accountability systems.







# Mission, Purposes, and Goals

## Purposes

The State Board of Education may grant **final approval** of an application if it finds that the application would achieve **one** or more of the purposes set out in G.S. 115C-218.

Applicants should demonstrate the ability to clearly describe how the proposed charter school will achieve **one or more** of the six legislated purposes.

These identified purpose(s) is/are meaningful, manageable and focused on improving student outcomes in the public charter school in addition to being clearly aligned to the proposed school mission.





# Mission, Purposes, and Goals

## Goals

“Setting goals is the first step in turning the invisible into the visible.”

[Tony Robbins](#)

S.M.A.R.T. stands for:

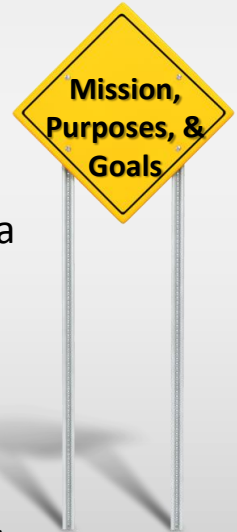
**Specific:** A specific goal has a much greater chance of being accomplished than a general goal.

**Measurable:** A clear criteria for measuring progress toward attainment of each goal set should be established.

**Attainable:** Goals that are important to the organization are easy to figure out how to make them come true.

**Realistic:** Realistic goals represent an objective toward which the organization is both *willing* and *able* to work.

**Time Bound:** A goal should be time bound. Deadlines too far in the future are easy to put off, goals set too close tend to be unrealistic and have little success.



“A goal without a plan...is a wish” (Herman Edwards)



## Organizational Goals (examples)

Academics	Governance, Operations and Finance
<ul style="list-style-type: none"><li>• Overall academic proficiency;</li><li>• Individual and student academic growth</li><li>• Monitor student subgroup achievement gaps in both proficiency and growth</li><li>• Student attendance</li><li>• Postsecondary readiness (for high schools)</li><li>• Student Graduation rates</li></ul>	<ul style="list-style-type: none"><li>• School leadership effectiveness (board and lead administrator)</li><li>• Pupil attrition rate, Pupil wait-list</li><li>• Standing within community</li><li>• Compliance with all applicable laws, regulations, and terms of the charter contract.</li><li>• Financial performance and viability</li><li>• Board performance</li><li>• Monitoring of school improvement plans – board goals</li><li>• Teacher Working Conditions Survey</li></ul>





# Accountability Resources

Accountability Model for NC Public Schools

- SBE Policy TCS-U-010 – G.S.115C-218.30
- Overall 60% proficiency or meets growth in two of three years (otherwise SBE shall revoke charter)

See [Accountability Web Site](#) and Application Resource Manual for additional resources







## As you complete this section.....

Roads to success:



- ✓ Alignment with mission
- ✓ Clear and Precise
- ✓ Demonstrate Fidelity and Viability
- ✓ Evidences to support target student population





# **Application Components Education Plan**



# Education Plan

## Instructional Program

Application asks for:

- Detailed description of the overall instructional program
- Instructional methods
- Assessment strategies
- How this program meets the needs of the targeted student population





# Education Plan

## Curriculum and Instructional Design

Describe the basic learning environment

- Additional questions for high school
- Provide a sample scope and sequence – graph form
  - Example found on Wiki Link - <http://ocs.ncdpi.wikispaces.net/>
- Identify how the curriculum aligns with
  - The mission
  - Targeted Student Population
  - NC Accountability Model
- Remember, public charter schools do **NOT** have to follow the NC Standard Course of Study– but they will be held accountable for student mastery.
- Be sure to include academic calendar
  - (185 days or 1,025 hours)
  - Charter schools not held to same “Start and End Dates” as traditional public schools







# Education Plan

## Special Programs & “At-Risk Students”

Charter schools are public schools and serve ALL students.

They are required to provide a FULL continuum of services to meet the unique needs of ALL students with disabilities

## Additional web based resources

Federal Programming: Title I, Title III, etc.

- <http://www.ncpublicschools.org/program-monitoring/>

Exceptional Children: Exceptional Children Policies

- <http://ec.ncpublicschools.gov/>





# Education Plan

## Student Performance Standards

### Goals and Accountability

- Academic Goals created in the earlier part of the application should be expounded on for each grade level represented to meet the established organizational goal
- Should align to Goals Section identified in Mission, Purposes, and Goals – (not a cut and paste)

### Clear policies and requirements for promotion and graduation

Charters do not have to follow State curriculum – but do have to follow NC Accountability model.





# Education Plan

## Student Conduct

Should align with the overall mission, proposed education plan, and will benefit the targeted student population (cannot exclude).

Some resources that may support you:

- **NC Public School Law 115C-391:** Especially the sections regarding  
Clear policies regarding the conduct of students GS 115C-391(a)  
Expulsion  
Federal Laws and Regulations  
Exceptional Children GS 115C-107.7 (a)  
Suspensions
- **North Carolina Positive Behavior Intervention Systems model**  
<http://www.ncpublicschools.org/positivebehavior/>





## As you complete this section.....

Roads to success:

- ✓ Alignment with mission
- ✓ Clear and Precise
- ✓ Demonstrate Fidelity and Viability
- ✓ Evidences to support target student population







# **Application Components**

## **Governance & Capacity**



## Governance & Capacity

**Private Nonprofit Corporation:** Applicants must obtain private nonprofit organization status approved by the Secretary of State's Office by the time of application submittal. Usually it takes seven to ten days if all paperwork is in order.

A proposed charter school must have a federal tax ID number (EIN) prior to opening. Even when a private nonprofit already exists, there may be an advantage of forming a new corporation. Review the pros and cons carefully.

<http://www.secretary.state.nc.us/corporations/>

**Tax-Exempt Status 501(c)(3):** If the non-profit organization has yet to obtain the 501(c)(3) status, the tax-exempt status must be obtained from the Internal Revenue Service within twenty-four (24) months of the date the Charter Application is given final approval.





# Governance & Capacity

All board members should know the answer to these five questions:

1. Why are we here?
2. How can each member of this board be of most value to the organization?
3. How do we define success?
4. What components should we track as a board to know when we get there?
5. What behavior are we settling for?





# Governance & Capacity

What is the Board responsible for?

Everything! – But here are a few

- Student learning
- Fiscal responsibility
- Standing in community
- Employer to all staff
- Adopt policies
- Approves procedures and plans
- Approves school wide goals
- Evaluate lead administrator



“Responsibility is the price of freedom”

[Elbert Hubbard](#)



# Governance & Capacity

**Diversity** – the Hallmark of a Well-Recruited Board

- Term limits and staggered terms
- Meet Monthly – (devoting min. 8 hours)
- Believes & understand the mission
- Prioritize organization over personal agenda
- Recruit a strong/transparent mix (Skill- Sets)
  - Fundraising
  - Finance
  - Facilities
  - Governance
  - Human Resources
  - Public Relations







# Governance & Capacity

Boards should establish policies for managing school emergencies before they occur.

## Policies (examples)

- Governance
- Finance
- Human Resources
- Operations
- School visitors
- Grievances
- Employee conflict
- Accidents
- Bullying
- Natural disasters
- Ordered lockdowns
- Acts of violence
- Loss of an administrator





# **Governance & Capacity**

## **Charter School Laws (GS 115C-218)**

The law includes many other requirements, pertinent to the day to day operations of every charter school.

**Board members should have copies of and be familiar with the law.**





# Governance & Capacity

## NC Open Meetings Laws

- Meetings must be open to the public and provide notice in advance of the meeting date, time, and location:
  - Regular Meetings: Seven Days and Posted (**web site**, and any other media approved by board)
  - Special Meeting: 48 hours
    - Including
      - Subcommittee Meetings
      - Board Retreats
  - Emergency Meeting: Immediately after notice is given to **ALL** board members
- Board Meeting Minutes approved monthly and kept in a location available to public





# Governance & Capacity

By Laws/Policies

- Beware of boilerplate language or simply copying the information from an approved application submitted in the past.
  - *It might not match current law!!!*
- Ensure all aspects of YOUR application align with YOUR specific mission and YOUR selected goals.





# Governance & Capacity

## EMO/CMO

- The EMO/CMO cannot legally take place of the board.
- The nonprofit board employs the staff & must approve staff hires
- The board, not the EMO/CMO, is ultimately responsible for the operations and fiscal responsibility of the public charter school. Their error is your error because you contracted with them.







# Governance & Capacity

Operations & Capacity:  
Projected Staff

\*Application Note: Be mindful that your projected staff, especially administration and office staff, aligns with the:

- Projected student enrollment (to staff ratio)
- Proposed school mission
- Proposed education plan and programming
- Proposed budget
- Teachers credentials that meet federal and state laws





# Governance & Capacity

Enrollment and Marketing

Marketing plans should be:

- **Clear** - They should be an unambiguous statement of 'exactly' what is to be done
- **Quantified** - The predicted outcome of each activity should be, as far as possible, quantified, so that its performance can be monitored.
- **Focused** - The temptation to proliferate activities beyond the numbers which can be realistically controlled should be avoided.
- **Realistic** - They should be achievable.
- **Agreed** - Those who are to implement them should be committed to them, and agree that they are achievable. The resulting plans should become a working document which will guide the campaigns taking place throughout the organization over the period of the plan.



**The final stage of any marketing planning process is to establish targets (or standards) so that progress can be monitored.**



# Governance & Capacity

## Admissions

- Charter schools are public schools and any student who qualifies under the admission to a public school is qualified for admission to a charter school.
- A public charter school shall not discriminate against any student on the basis of ethnicity, national origin, gender, or disability.
- Read through § 115C-218.45 of the North Carolina charter school law.



**Transparency is the key – be clear about preferences and procedures.**



## As you complete this section.....

Roads to success:

- ✓ Alignment with mission
- ✓ Clear and Precise
- ✓ Demonstrate Fidelity and Viability
- ✓ Evidences to support target student population





# **Application Components Operations**





# Operations

## Transportation Plan

All charter schools are required to have a transportation plan.

- How will the governing board ensure that no child is denied access to school due to lack of transportation.
- May provide transportation by bus for students enrolled at the school.



## NC Public School Bus Safety Web Based Resources

School Bus safety <http://www.ncbussafety.org/safety.html>

Laws and Policies <http://www.ncbussafety.org/NCLaws.html>

Operational Requirements <http://www.ncbussafety.org/library.html>



# Operations

## School Lunch Plan

All charter schools are required to have a school lunch plan that ensures no child is lacking a daily meal .

- The details of this plan should align to your mission and targeted population
- Be sure to include the budget for this proposed lunch plan.
- While charters do not have to participate in the Free and Reduced program make sure you have an option if a family cannot pay for a meal



## Child & Nutrition Resource

- <http://childnutrition.ncpublicschools.gov/>



# Operations

## Facility

*In identifying or planning facilities for a charter school, the following suggested considerations should provide a useful starting point:*

- **Existing Public School Facility**

Obtain verification from the local building inspector that there are no outstanding building code violations for educational occupancy.

- **Existing Non-Public School Facility**

Obtain verification from the local building inspector that there are no outstanding building code violations for educational occupancy.

- **Existing Non-School Facility**

Obtain a certificate of occupancy for educational occupancy from the local building inspector. The local building inspector should determine if modifications must be approved by the North Carolina Department of Insurance for building code compliance.

- **New Public Charter School Facility**

Consult with the School Planning Section (not required) to review plans. However, plans for facilities of 10,000 square feet or for assembly spaces for 300 or more occupants must be approved by the North Carolina Department of Insurance for state building code compliance. Obtain a certificate of occupancy from the local building inspector.



**No funding will be allocated without Educational Certificate of Occupancy**

(Local Inspections)



## As you complete this section.....

Roads to success:

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# **Application Components**

## **Financial Plan**





## Financial Plan

- Revenue projections - <http://dpi.state.nc.us/fbs/allotments/support/>
- Total Budget Revenue
- Personnel Budget: Expenditures
- Operations Budget: Expenditures
- Summary - Overall Budget



**Most charter schools develop their budget for 5%-10% less than projected ADM**

**There are no “state funded” start-up fees for North Carolina charter schools.**

**NC public charter schools are funded three times a year. The approximate allotment schedule is August (34% of projected ADM), November (32%), and February (32%). The final two allotments are calculated by the remaining balance of the actual ADM.**

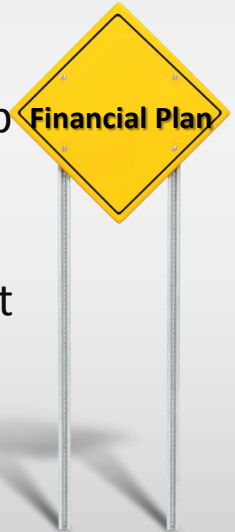


# Financial Plan

## Financial Audits

General statute 115C-218.1 ensures that all public charter schools develop procedures regarding financial audits.

- Procedures and methods for conducting an independent financial audit along with identifying a firm\* (or multiple firms), approved by the NC Local Government Commission, they will contract with to conduct the annual audit.



**Failure to identify a firm will deem the application incomplete.**



## As you complete this section.....

Roads to success:

- ✓ Alignment with mission
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## **Application Components**

### **Application Fee**



## Application Fee

- Pursuant to § 115C-218.1 the charter school applicant must submit a **\$1000 non-refundable** application fee to the Office of Charter Schools. The applicant must submit their application fee by the September 25, 2015 5:00 pm EST deadline.
- Application Note: The applicant must mail the check along with payment form which includes the name of the proposed charter school, contact information, and the enclosed payment amount to be received before or on the due date of September 25, 2015 5:00 pm EST.



**Failure to submit payment by the stipulated timeline to the Office of Charter Schools will deem the application incomplete.**

*Payments should be made payable to North Carolina Department of Public Instruction*

North Carolina Department of Public Instruction

Office Of Charter Schools

6303 Mail Service Center





# **Application Components**

## **Signature Page**



# Signature Page

Applicant Signature:

- Should be signed by Board chair or board member
- An unsigned application is an incomplete application





# **Application Components**

## **Appendices**





## Required Appendices

- **Appendix A: Conversion Evidences/ Appendix A1 – Evidence of Educational Need\***
- **Appendix B: Curriculum Outline per grade Span for Year 1 \* ( See Wiki Example)**
- **Appendix B2: 9 – 12 Core Content Electives\***
- **Appendix C : Instructional Calendar\***
- **Appendix D: Student Handbook (Draft)\***
- **Appendix E: Federal Documentation of Tax Exempt Status**
- **Appendix F: Organizational Chart\***
- **Appendix G: Charter School Board Member Response and Resume\***
- **Appendix H: Proposed By-Laws of the Non-Profit Organization\***
- **Appendix I: Articles of Incorporation\***
- **Appendix J: Copy of Non-Profit Organization Board Policies**
- **Appendix K: Copies of Meeting Minutes**
- **Appendix L: Executed CMO/EMO Contract (If contracting with an EMO/CMO)\*\***
- **Appendix M – EMO/CMO Facility Buyout Agreement\*\***
- **Appendix N – EMO/CMO Financial History\*\***
- **Appendix O - Employment policies (Draft)\***
- **Appendix P - Insurance Quotes\***
- **Appendix Q - Facility Form**
- **Appendix R: Copies of Facilities Inspections**
- **Appendix S: Revenue Assurances and/or Working Capital Report\*\***
- **Appendix T: Form 990\*\***
- **Appendix U: Additional Appendices Provided by Applicant (10 Page Limit)**
- **Appendix V – Required Signed and Notarized Documents\***



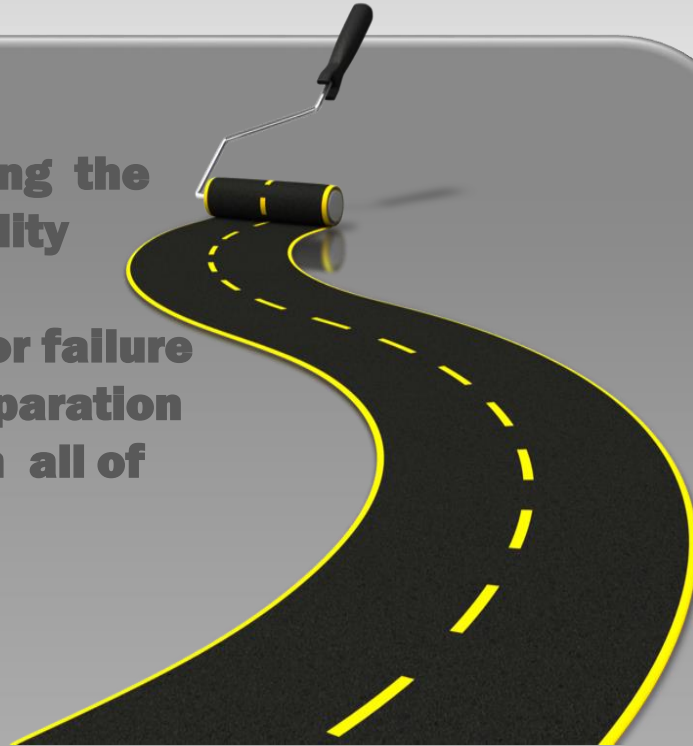


**Closing Remarks**





**The road to a success is taking the time you need to write a quality application with the tools provided.....Your success or failure with this process is your preparation and ensuring you have taken all of the appropriate lanes.**





## As you complete each section.....

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- ❖ Be clear and concise with all sections of the application, mind the character limits and...edit, edit, edit.
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  - ❖ For example, if you propose a vocational high school, make sure you include a detailed description of the facility, stakeholder partnerships, resources, and staffing needed within the first five years of operation.





## Questions/Contact Information



### Contact Information

***Dr. Deanna Townsend-Smith***

NC Office of Charter Schools

Lead Education Consultant

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