



Arizona State Board for Charter Schools
2010-2011 Application
Instructions
Part 1 of 3

1700 West Washington, #164
Phoenix, AZ 85007
(602) 364-3080
Fax (602) 364-3089

Table of Contents

Instructions.....	1
Application.....	4

Instructions

The Arizona State Board for Charter Schools determines the application cycle for each school year. The application cycle for the 2010-2011 application was approved on March 9, 2009. *The final deadline for submission of an application this cycle is 5:00 pm on August 3, 2009.*

A copy of the Rules relating to the application process is on file with the Arizona Secretary of State and can be accessed through http://www.azsos.gov/public_services/Title_07/7-05.htm or <http://www.asbcs.az.gov/SchoolResARS.asp#Title%207%20Education>. The timeline for the 2011-2012 cycle will be determined by the Board at the conclusion of the 2010-2011 cycle.

Applications must be received by close of business on August 3, 2009 at:

**Arizona State Board for Charter Schools
1700 West Washington Street, #164
Phoenix, AZ 85007**

Format of Application:

Information must be provided on the required forms and may be downloaded from the Board's web page at www.asbcs.az.gov under Applicant Resources. Applications must:

- be presented on typed, consecutively numbered pages,
- follow section formatting,
- contain complete information for all items listed on the Application Checklist,
- adhere to the page limitations set in each section,
- Include:
 - a. one (1) single-sided, binder clip bound original signed in blue ink; and
 - b. five (5) single-sided, binder clip bound copies **without Attachments D, E and F.**
Note: Attachments D, E and F require the inclusion of information that is confidential by state law. The Board will maintain the confidentiality of original Attachments D, E and F as provided by law. The Board is not responsible for the release of confidential information contained in Attachments D, E and F that is submitted by the Applicant in a manner other than described herein.
 - c. one (1) CD – containing a PDF Version of the application package **without Attachments D, E and F.**

Failure to follow page limitations and section formatting may result in the application being deemed Administratively Incomplete.

Application process:

1. Prospective Applicant Workshops – The State Board for Charter Schools provides technical assistance in completing the application process. Workshop dates are posted on the Board's website at <http://asbcs.az.gov/ApplicantRes.asp>. All applicants are encouraged to register and attend one or more workshops.
2. Acceptance of application packages as described above up until the deadline of August 3, 2009 at 5:00 p.m.
3. Review of application for Administrative Completeness. Applicants will receive written notification of deficiencies postmarked not more than 25 days after the receipt of the application package. **Incomplete application packages will not be forwarded to the Board.**

The applicant, upon receiving notice of an incomplete application package, may submit a new application package, as long as the deadline of August 3, 2009 has not passed.

4. A complete application will be evaluated for Substantive Completeness, pursuant to the scoring criteria, by members of the Technical Review Panel. A definition of this panel and the scoring criteria is included in Appendices, Part 3 of 3.

The application is automatically eligible to be forwarded to the Board for consideration if, upon review of the completed scoring rubric, it is determined that:

- The application package is complete; and
- No scoring area receives a Falls Below the Expectation; and
- No more than one scoring area in each section is scored as Approaching; and
- 95% of all scored sections score at the Meets or Exceeds level

5. Each applicant whose application package meets the scoring requirements in number 4 above will submit twelve (12) additional double-sided copies of their application **without** Attachments D, E and F to be forwarded to the Board for consideration. Board members will also be provided with the scores and comments from the Technical Review Panel, results of the applicants' background and credit checks, and an application overview prepared by Board staff.

The Board bases its determination to accept or reject the application and grant or deny the charter based on (1) the quality of the application and (2) a sufficiently qualified applicant.

Note: The determination of Sufficiently Qualified will be based on the review of the Applicant and its Principals submitted as part of the application package by the application deadline (as defined in the Terms to Know, Part 3 of 3).

Applicants will be notified of the date of the Board's consideration and be provided a copy of their scoring rubric and application overview. Applicants should be in attendance to answer questions from the Board. This is an opportunity for the Board to get clarification for the purpose of making a decision.

No new documentation will be accepted from the applicant at the Board Meeting.

6. Each applicant whose application package fails to meet the scoring requirements in number 4 above will receive written notification of the deficiencies including a copy of the scoring rubric completed by the Technical Review Panel. If the applicant chooses to continue in the application process, the applicant may use the information provided in the scoring rubric as technical assistance to improve the application package and resubmit within 20 calendar days for review by staff. The revised application submission must include:

- No changes to the make up of the applicant.
- One (1) single-sided **original** without Attachments D, E and F, unless specifically requested to provide new attachments.
- Thirteen (13) double-sided copies without Attachments D, E and F.

Note: Attachments D, E and F require the inclusion of information that is confidential by state law. The Board will maintain the confidentiality of original Attachments D, E and F as provided by law. The Board is not responsible for the release of confidential

information contained in Attachments D, E and F that is submitted by the Applicant in a manner other than described herein.

- One (1) CD – containing a PDF Version of the application package **without Attachments D, E and F.**
 - A written request for a revised application package that fails to meet the scoring criteria to move forward for consideration by the Board, if the applicant chooses to have the Board consider the application under this condition.
7. An Administratively Complete revised application package that meets the scoring criteria or an Administratively Complete revised application package that fails to meet the scoring criteria but includes a letter requesting the Board’s consideration will be forwarded to the Board for consideration. Board members will also be provided with the scores and comments from the Technical Review Panel, comments and scores from the staff’s review of the revised application, results of the applicants’ background and credit checks, and information related to any principal’s and authorized representative’s current or prior charter compliance.

Note: If the revised application package is Administratively Incomplete and accompanied by a request to move forward, the Board will be provided with a copy of the application package as originally scored by the Technical Review Panel, the corresponding scoring rubric and an application overview.

8. At a scheduled meeting of the Arizona State Board for Charter Schools, the Board will publicly make a determination whether to approve the application and grant the charter based on the materials reviewed and a determination of the Board as to whether the applicant is sufficiently qualified. Applicants will be notified of the date of the Board’s consideration. Applicants should be in attendance to answer questions from the Board. This is an opportunity for the Board to get clarification for the purpose of making a decision.

No new documentation will be accepted from the applicant at the Board Meeting.

Application Instructions

Purpose and Scope for Charter Schools in Arizona:

Charter schools were established to provide a learning environment that will improve pupil achievement and provide additional academic choices for parents and pupils (A.R.S. § 15-181).

As you complete the application package, please keep in mind:

- 1) The Scoring Criteria to be used by the technical review panel (Appendices, Part 3 of 3).
- 2) The overall consistency of the application package.
- 3) The application package must represent your mission and philosophy throughout the Program of Instruction and Business Plan.
- 4) Applicants are encouraged to attend the Prospective Applicant Workshops.
- 5) Applicants should refer to the Rules, Terms to Know, the Instructions, the Application Check List (Attachment L), and Scoring Rubric for content criteria when developing the application package.

All information presented in the application package, if approved, becomes part of the charter contract and will be used for accountability purposes throughout the term of the charter contract.

1) Cover Sheet – Attachment A

Use this form to provide the Applicant's Name, the Proposed School Name, and a brief Table of Contents for your application package. The Table of Contents must not be modified except to **add page numbers corresponding to the submitted application**. This attachment must be kept to a single page.

2) Title Page - Attachment B (A.R.S. § 15-183)

Enter the name of the applicant and the name and mailing address of the individual(s) that will serve as the Authorized Representative(s) on behalf of the entity/individual seeking the charter. In addition, provide the form of organization that is seeking the charter, the names of the Principals of the applicant, and the composition and membership of the governing body of your school.

3) Target Population - Attachment C (A.R.S. § 15-183.A)

Use this form to provide information on the school's mission, grade levels to be served, school calendar, and facilities.

4) Comprehensive Program of Instruction (A.R.S. § 15-183.E.3)

In evaluating the scope of the application package, it may be the determination of the Board to approve a portion of the population to be served (i.e. K-8 or 9-12 and not an entire K-12 program). Therefore, if the application is for both an elementary and secondary program, the sections below must be separated for the purpose of describing an elementary and secondary program.

A. Curricular Emphasis Narrative (10 page maximum)

The Curricular Emphasis Narrative should be specific, concise, and provide the reader with a sense of the educational intent of the school and a rationale for that intent. The following elements must be included in the narrative:

1. Needs Analysis: Provide an explanation of the need or interest for the proposed school's model for the selected community/population to be served. Include a description of the community, or the target population, and explain how the selected community/target population will benefit from the school.
2. Educational Philosophy: Identify the principles or concepts fundamental to the proposed school's instructional strategies.
3. Methods of Instruction: Describe the school's instructional strategies that will be utilized by teachers at the school. Methods of instruction must reflect the mission and philosophy. It must also include a rationale for using such methods with the targeted population of the school.
4. Methods of Assessment: Describe how the school will assess student academic gain and how those methods will reflect the methods of instruction and philosophy of the school. Methods of assessment must provide a clear picture of how the school will monitor academic achievement throughout an academic year. The description must also include how assessments will be used to guide instructional decisions.
5. Remediation Plan: Describe how the school will structure remediation. The plan must include criteria for when remediation will occur, who needs remediation, and how it will be implemented.
6. Promotion and Retention Plan (K-8): Identify criteria for how the school will determine grade level promotion and retention. The criteria identified must include proficiency levels for academic subject areas and all criteria that the school will use to determine promotion and retention.
7. Course Completion and Transfer Credit Acceptance Plan (9-12): Identify the criteria for how a school will determine course completion. The criteria identified must include proficiency levels for the academic subjects and the criteria the school will use to determine course completion. The transfer credit acceptance plan must identify the steps involved in evaluating and accepting transfer credits and must be aligned to state regulations.
8. Class Size: Identify class size for each grade level you intend to serve. Include the rationale for the identified class size and how that supports the methods of instruction, target population, and facility description provided on Attachment C.

B. Strategic Planning (4 page maximum)

Strategic planning is a process used to set performance goals for what you will accomplish in the future, identifies the steps for how the goals will be reached, and pulls the entire organization together. Provide Performance-Based Student Achievement Goals and Action Steps for each goal that explains how the school will complete and evaluate those goals. The following elements must be included:

1. Student Achievement Goal(s) that is(are):
 - a. Performance-based
 - b. Specific
 - c. Measurable
 - d. Attainable
 - e. Timely
2. Action Steps (for each goal) that include:
 - a. Steps for how the goal will be reached.
 - b. How the progress will be monitored (benchmarks).
 - c. A process for the evaluation and revision of the goal over time.

C. Curriculum Samples (10 page maximum for each sample)

In Arizona all public schools are required to align their curriculum to the State Academic Standards. The curriculum samples allow the applicant to demonstrate their ability to develop a curriculum that is aligned to the Arizona Articulated State Academic Standards as well as providing an opportunity to outline the school's educational approach. The curriculum samples provided must reflect the mission, philosophy, and methods of instruction identified on the curricular emphasis narrative. All submitted curriculum samples must use Attachment M-Curriculum Sample Template. An electronic copy of the form can be found at http://www.asbcs.az.gov/new_charter.asp.

Provide a curriculum sample for the following:

1. If serving an elementary population (K-8) - a complete application will include:
 - a. curriculum samples for reading, writing and math for each grade level served.
 - b. science curriculum samples are required for 4th and 8th grades only. If the applicant will not serve 4th or 8th grade, no science curriculum samples are required.
2. If serving a high school population (9-12) - a complete application will include:
 - a. curriculum samples for reading and writing for each grade level served.
 - b. curriculum samples for math that include (any combination of grades 9-12):
 - curriculum samples for math containing course content covering Strands 1-5
 - one sample covering Algebra II or course content equivalent.
 - one sample including significant math content determined by the charter.
 - c. curriculum samples for science that includes (any combination of grades 9-12):
 - Strand 1 - Inquiry Process
 - Strand 2 - History and Nature of Science
 - Strand 3 - Science in Personal and Social Perspectives
 - Strand 4 - Life Science

The following components constitute a curriculum sample:

- Strand(s), concept(s), and PO(s) evaluated - List all of the Strand(s), Concept(s), and Performance Objectives (POs) used for instruction, student activities, and summative assessment.
- Instruction and timeline - Provide an account of what a teacher will do to facilitate the learning up to the time of the summative assessment. This must include a timeline, key points presented, resources needed, and must reflect the school's identified instructional strategies.
- Student Activities and timeline - Provide a description of all activities that the student will complete up to the time of the summative assessment. This must include a timeline for the completion of each activity and a detailed description of the student activities and the required resources/materials.
- Summative Assessment - A copy of a cumulative and comprehensive activity that is used to assess mastery of stated Performance Objectives.
- Scoring rubric for assessment - A scoring rubric for the assessment that describes the various components being evaluated and the scoring criteria for each component.

D. Program of Instruction Monitoring (5 page maximum)

The purpose of this section is to provide an opportunity for the applicant to describe how the Program of Instruction will be monitored to ensure the highest student achievement and that the school is providing a comprehensive program of instruction that is aligned to the Articulated State Academic Standards. The narrative must contain the following:

1. Describe how and when teachers are provided professional development on the school's curricular emphasis as described in the Curricular Emphasis Narrative.
2. Describe the school's professional development plan and how it will assist in meeting student academic needs and school goals. Discussion must include how and when the Program of Instruction will be presented to teachers.
3. Discuss an administrative plan to monitor and evaluate when the integration of the State Academic Standards will occur.
4. Describe how teachers will monitor and document progress toward student proficiency of the State Academic Standards and how the evaluation of the documented progress will impact immediate and long term instructional decisions.

E. Special Education (5 page maximum)

The Special Education narrative must include the following elements:

1. A statement that the school will provide special education services to qualifying students according to state and federal laws.
2. A fiscal responsibility statement regarding students with disabilities. Statement must demonstrate an understanding of the financial responsibility for a placement beyond what the school is prepared to offer students with disabilities on the school campus and describes a plan for securing such placement.

3. A description of placement options the school is prepared to offer students with disabilities on the campus and rationale for the chosen options.
4. Description of staff training that will be required to implement such placement options, and the personnel and resources that will be utilized to implement the options. Include whether special education services will be provided by school personnel or by contracted services.
5. A description of the duties and qualifications of those providing special education services.
6. A market study of the cost of providing services and related services. Market study must be representative of the target area.

5) Detailed Business Plan (A.R.S. § 15-183)

Applicants are to submit a detailed business plan with all of the components below, including the attachments and appendices listed. Applicants should refer to the Rules, Terms to Know, the Instructions, the Application Check List (Attachment L), and scoring rubric for content criteria when developing the application package.

A. Business Description (3 page maximum)

Narrative describing the applicant and its history. The narrative must include:

1. the origin of the applicant.
2. a summary of the process for appointments/assignments/elections of principals.
3. the current status of any licenses or permits (i.e. 501c3, EIN, etc).

B. Organizational Structure (5 page maximum for items 1 and 3 only)

1. Identify each Corporate Principal and Authorized Representative. Include the significance of the individual or the skill set contributed by the individual to the applicant including, but not limited to, experience in elementary/secondary education, business operation and financial management.
2. Corporate Principals and Authorized Representatives are each required to provide the following documents:
 - a. A resume that includes employment positions with corresponding dates of employment, job descriptions, name of employers, and post-secondary education with names of institutions attended, dates of attendance and degrees earned
 - b. A Background Information Sheet - Attachment D (included in the original application only)
 - c. A copy of a valid Fingerprint Clearance Cards on file with DPS
 - d. A signed and notarized affidavit - Attachment E (included in the original application only) **No copies will be accepted.**

Note: All information must be completed in order for the application to be deemed Administratively Complete. Any information obtained from the background/credit search will be presented to the Board in a public forum.

3. Discuss areas that may require the organization to seek expertise outside the organizational structure. If outside agencies will be contracted to provide services, identify who will provide oversight to those agencies.

C. Business Structure Filings

1. Corporation: Provide a copy of the Articles of Incorporation as they appear on file with the Arizona Corporation Commission along with any amendments to the Articles, and a copy of the most recent Annual Report, minutes for director or officer changes since submission of Annual Report and a copy of current Corporate Bylaws.
2. Partnership/LLC: Provide a copy of Articles of Organization as they appear on file with the Arizona Corporation Commission and a copy of current Partnership Agreement/Operating Agreement. Membership presented at the submission of the application must remain consistent throughout the application process.
3. School District/Tribal Entity: Provide documentation authorizing the district or entity to operate a charter. Also, provide documentation (adopted by the School District Governing Board or Tribal Entity) establishing the structure and method of governance and accountability for the operation of the charter school.
4. Sole Proprietor: Provide a copy of application for Registration of Trade Name or Certificate of Registration.

D. Governance Structure (8 page maximum)

In this section, the applicant will provide a narrative that clearly outlines the governance structure and organization of the school. The narrative must include the following elements:

1. Provide an organizational chart and narrative that reflects the operation and flow of communication from the corporate level to school operations. The narrative must clearly describe the proposed reporting structure for each level of the corporation.
2. Provide a communication chart and narrative for the proposed school. The chart and narrative must represent a communication plan for the various stakeholders.
3. Provide a description of the role and responsibilities of the Corporate Board. The narrative will clearly outline the function of the corporate board as it relates to the operation of a charter school. If the Corporate Board is the same as the school's Governing Body, the applicant will clearly indicate that distinction.
4. Provide a description of the role, responsibilities, and mandated obligations of the school's Governing Body. Narrative must describe the Governing Body's mandated obligations related to:
 - a. Open Meeting Law
 - b. Policy decisions
5. Provide a narrative that describes Governing Body member recruitment and development. Include the training/orientation process that will be provided to all school Governing Body members.

E. Market Study (5 page maximum)

1. Market Analysis/Determination of need. Market analysis must include:

- a. identification of the target market area.
 - b. description of the need for a school in that target market.
 - c. identification of the number of students within the proposed grade levels.
 - d. the market's growth rate.
2. Advertising and Promotion Plan must:
 - a. describe the advertising/promotion plans to attract parents/customers to the school.
 - b. identify the costs associated with the advertising/promotion plan. Include how costs were determined.

F. Facilities (5 page maximum)

1. Description of the facility necessary to implement the program described. Include square footage, number of classrooms, location and layout of space.
2. Provide documentation on the number of suitable facilities available in the target market, the costs associated with securing the facility, and the costs associated with ensuring compliance with all applicable laws and regulations. Costs must be reflected in the organization's Start-Up Budget.

G. Academic Program Schedule (10 page maximum)

1. Provide a copy of the proposed school calendar. Include the total number of days of instruction for the school year, all planned holidays and other days off, as well as planned half days.
2. Provide a copy of the proposed weekly schedule that demonstrates compliance with hours/minutes of instruction per week for each grade level served as described in ARS 15-901. Include the length of day (approximate start and dismissal times) and how many hours will be designated for the core academics, i.e. reading, writing, math, science, and social studies.
3. If serving high schools-must provide #1 and #2 and provide a proposed course offering list that contains basic descriptions of those courses. Course offerings must reflect statutorily mandated graduation requirements, the Program of Instruction described in the narrative, and intended elective offerings.

H. Personnel (3 page maximum)

1. Provide a narrative that identifies the personnel consistent with implementing the program of instruction. Include the following elements:
 - a. Number of instructional and non-instructional personnel to implement program
 - b. Qualifications of all staff - Instructional staff qualifications must align with NCLB Highly Qualified requirements.
 - c. Responsibilities of the instructional staff
2. Detailed plan for recruiting, hiring and training of instructional staff
3. Describe an administrative plan that provides oversight responsibilities related to instructional and operational services. Plan must identify number of administrative personnel and their oversight responsibilities in the following areas:
 - a. Instructional

- i. Curricular Implementation and Oversight as described in monitoring section
 - ii. Staff training and development
 - iii. Testing (AIMS, *TerraNova*, AZELLA,)
 - b. Operational
 - i. Financial Management
 - ii. Contracted Services
 - iii. Personnel
 - iv. Grants Management
 - v. Student Management Information System (SAIS)
- 4. Compensation plan that supports the described qualifications of the instructional and non-instructional personnel
- I. Financial Plan: Budget sheets and assumptions cannot contain any unsecured funds, unsecured grants and/or unsecured federal funds. Unsecured funding includes Classroom Site Funds, Additional SPED Weights and the Instructional Improvement Fund.
 - 1. Start-Up Cost Narrative
 - a. Narrative includes background information providing clarification of what the organization brings to the project and what will be required as part of start-up.
 - b. Detailed timeline from approval of application to July 15 of activities and expenses required to implement the charter. Timeline must include the following items:
 - i. anticipated timeframe for signing of charter contract and beginning operation
 - ii. schedule of facility acquisition
 - iii. build-out and improvements
 - iv. recruitment of personnel
 - v. hiring of staff
 - vi. staff development
 - vii. submission of estimated counts to the Arizona Department of Education
 - viii. ordering/receipt/payments of supplies, materials, furniture
 - ix. anticipated open enrollment period - Open enrollment cannot occur until the charter contract has been signed.
 - c. Verifiable proof of secured funding for start up expenses – Attachment F (included in the original application only)
 - d. Start-Up Budget sheet- Attachment G. Assumptions must be included for each line item identified on Attachment G. Assumptions provide a rationale for how revenues were generated and how figures were derived.
 - 2. Operating Budget
 - a. Budget Introduction and Assumptions includes:
 - i. background information providing clarification of how expenses may be paid over time or in installments (e.g. equipment leases, furniture payments)

- ii. assumptions made when creating the budget (e.g. when enrollment capacity will be met, utilities included in rent). Assumptions must be included for each line item identified on Attachment H.
 - iii. any research/market studies supporting expenses included in the budget
 - b. Three year Operating Budget – Attachment H. The following elements must be included in the three year operating budget and should be consistent with what has been described in the application:
 - i. state funding revenues appropriately reflects statutory requirements (funding formula projections) and realistic student projections.
 - ii. growth of school described on Title Pages and in Program of Instruction
 - iii. personnel expenditures
 - iv. program of instruction expenditures (materials, supplies, equipment etc.)
 - v. special education expenditures
 - vi. audit expenses for year two and three.
 - vii. facilities expenditures
 - viii. operating expenses (utilities, maintenance, rent, etc.)
- 3. First year Month-by-Month Cash flow (Attachment I) - Month-by-month cash flow must reflect the first year operating budget and information provided in the narrative and demonstrates the school is able to sustain itself with monthly expenditures never exceeding revenues.

A word of caution about the Excel Spreadsheets: There must be enough room in each field to properly display the figures contained within the field. If enough room is not provided and ##### appears in a column, the application will be deemed Administratively Incomplete.

6) Compliance Assurances - Attachment J

(A.R.S. § 15-184, A.R.S. § 15-183.E.6, & A.R.S. § 15-183.E.2)

Review this form, complete, sign and date it. Include it with your application package submission.

7) Letters of Support

Up to 3 letters of support may be provided but will not be included in the Substantive Completeness determination.

8) Certificate of Workshop Attendance or Workshop Waiver - Attachment K

Application will include either:

- 1. Proof of attendance at Prospective Applicant Workshop for this application cycle as evidenced by the inclusion of a copy of the certificate received by a representative of the applicant, or
- 2. Inclusion of a waiver acknowledging applicant’s choice to decline opportunities to receive technical assistance in the application process.

9) Bibliography

Bibliography page indicating sources presented in the application package that are not the applicant’s original work.

10) Application Checklist– Attachment L

Completed checklist will include the page number where discussion of each separate item listed within the checklist will be found. Page ranges are not acceptable.

No additional information provided outside of the required materials and page limits will be scored. Further, applications that exceed the page limits will be deemed Administratively Incomplete.