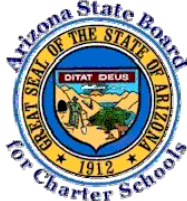


Arizona State Board for Charter Schools



Renewal Application Instructions

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

<http://online.asbcs.az.gov>

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Annual Reporting Requirement for Performance Management Plans.....

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Performance Management Plan Template
Performance Management Plan Scoring Criteria
Renewal Budget Plan Template - Standard
Renewal Budget Plan Template - Performance Management Plan
Renewal Budget Plan Template PMP Month by Month

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I. RENEWAL PROCESS OVERVIEW

Authorized by Arizona Revised Statute, Title 15, Chapter 1, Article 8, effective September 16, 1994, charter schools are public schools that were established to provide a learning environment that will improve pupil achievement and will provide additional academic choices for parents and pupils.

According to A.R.S. § 15-183 (I), an approved plan to establish a charter school is effective for a fifteen year term. At least eighteen months before the expiration of the approved plan, the charter holder may apply for renewal. A charter holder that elects to apply for renewal shall file an application for renewal at least fifteen months before the expiration of the approved plan. The Arizona State Board for Charter Schools (the Board) will consider renewal based upon the charter holder's past performance, including the pupil achievement data of each school operated by the charter holder, as well as multiple sources of evidence gathered during the term of the charter, and information contained in the application package. The charter holder will be notified, at least twelve months prior to the expiration of the charter if it will not be renewed.

A charter holder becomes eligible to apply for renewal eighteen months before the charter expires. Eligibility for renewal is based solely on the expiration date of the charter. The charter holder is notified of its eligibility to apply for renewal via email and is provided a renewal application. A charter holder may then choose to submit a renewal application package. If the charter holder chooses not to apply, the charter expires at the end of its contracted term.

Based upon the charter holder's ability to meet identified performance criteria, Board staff will prepare the renewal application components. At least eighteen months before the charter expires, Board staff will notify the charter holder via email of eligibility to apply for renewal with a Notification Letter and will make available to the charter holder a customized renewal application.

Renewal of a charter is based on affirmative evidence in three areas:

- Success of the academic program, including academic achievement
- Viability of the organization, including fiscal management and compliance
- Adherence to the terms of the charter, including contract and legal compliance

Evaluation of the charter holder's success in these three areas is based on a variety of information that will serve as sources of evidence in determining renewal. These sources include:

- Pupil achievement data
- Independent financial audits
- Five year interval summary reviews
- Site visit reports
- Monitoring reports
- Application package for renewal

The charter holder that elects to apply for renewal will have at least three months from the time of notification of eligibility to complete and submit the renewal application package. The charter holder will submit the charter renewal application package online to the Board by the application package due date identified in the Notification Letter. Once the application package is submitted, Board staff will prepare a staff report that provides information for the Board's consideration of whether or not to renew the charter. Staff may conduct a site visit following submission of the application package. The staff report will contain a summary of performance and compliance in the three key areas, scoring results for additional required plans or responses submitted with the application, and information gathered during a site visit, if required. The staff report will provide information for the

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Deleted: The initial step in the renewal process occurs approximately two years prior to the expiration of a charter when the Arizona State Board for Charter Schools (the Board) staff members compile and review historical information of the charter holder's performance. Before the charter holder is notified of eligibility to apply for renewal, Board staff examines a balanced body of evidence, including academic achievement of the students at schools operated by the charter holder, as well as the fiscal management and compliance and contract and legal compliance of the charter holder. Board staff may also conduct a site visit. Based upon the charter holder's ability to meet identified performance criteria, Board staff will prepare the renewal application components. At least eEighteen months before the charter expires, Board staff will notify the charter holder of eligibility to apply for renewal with a Notification Letter and will makes available to the charter holder a customized renewal application. Eligibility to apply for renewal occurs eighteen months prior to the charter's expiration.¶

Deleted: is due and must be submitted within three months from the time of notification of eligibility to apply.

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Board's consideration of whether or not to renew the charter. The Board will also have access to any and all renewal-related documents.

RENEWAL PROCESS AT A GLANCE

Deleted: *The Board will consider renewal based upon the renewal application as well as multiple sources of evidence gathered during the term of the charter, including historical documents and student achievement data, and notify a charter holder at least twelve months prior to the expiration of the charter if it will not be renewed.*

<u>Action</u>	<u>Description</u>	<u>Approximate Timeline</u>
<u>Conduct a Comprehensive Review of Charter Information</u>	The Board staff conducts a comprehensive review of all information related to the charter, including the charter's public file, site visits, pupil achievement data, fiscal and audit compliance, and legal and contractual compliance information.	<u>Approximately 24 months to 18 months prior to charter expiration</u>
<u>Notify Charter Holder of Eligibility to Renew Charter</u>	Board staff notifies the authorized representative via email that the charter holder is eligible to apply for renewal. At the time of notification, the representative receives the appropriate renewal application information, the application package due date, and a summary review of the charter's performance record over the term of the charter.	<u>18 months prior to charter expiration</u>
<u>Receive Application Package</u>	The charter holder must respond to all requirements of the application.	<u>Within three months of notice of eligibility to renew; application package due date specified in Notification Letter to charter holder.</u>
<u>Review Application Package</u>	Staff and/or a technical review panel will review and score the application package. Staff may conduct a renewal site visit for the purpose of confirming information submitted in the application.	<u>Within three months of receipt of the submitted application</u>
<u>Prepare Renewal Report</u>	Based upon the totality of information, including the application package for renewal, the on-site visit, and other pertinent information collected through reviews, monitoring reports, and site visits, Board staff prepares a report of findings to be forwarded to the Board at the time of consideration of renewal.	<u>Within three months of receipt of the submitted application</u>
<u>Decision by the Board</u>	The Board may take action to renew a charter for a new term. Certain parts of the application package, such as a Performance Management Plan, may be incorporated into the charter if the applicant is renewed. If the Board votes to not renew a charter, the charter operator must be notified at least 12 months prior to the expiration of the charter.	<u>12 months prior to charter expiration</u>

Comment [c1]: added

II. RENEWAL APPLICATION PACKAGE INSTRUCTIONS

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Actions ... [1]

General Application Information: If the charter holder applies to be renewed, in addition to any other requirements, the application for renewal includes an academic plan and a detailed business plan. Because charter holder performance varies, the application for each charter holder will be prepared based upon prior performance. Certain requirements in the application may be waived for charter holders who consistently demonstrate the ability to meet or exceed performance standards.

Deleted: A charter holder becomes eligible to apply for renewal eighteen months before the charter expires. For regular renewal, no other eligibility requirements apply. The charter holder is notified of its eligibility to apply for renewal and provided a renewal application. A charter holder may then choose to submit a renewal application or not to apply to be renewed. If the charter holder chooses not to apply, the charter expires at the end of its contracted term. ¶

An authorized representative will be notified by an email communication of the charter holder's eligibility to apply for renewal. Simultaneously, the renewal application link for the eligible charter holder will be activated and found at the authorized representative's portal at ASBCS Online. The email communication will include an explanation of how to access the application. For these reasons, it is important for authorized representatives to have current email addresses on record with the ASBCS. An applicant will submit the completed application package for renewal online. Because portions of the application package will be uploaded separately when using the wizard, applicants should review all portions of the application prior to preparing for submission.

Deleted: shall require submitting
Deleted: in those areas.

All required components of the application package will be evaluated against the renewal scoring rubric.

Deleted: may also require applicants to address academic performance and submit information in the application to demonstrate targeted academic improvement.

II a. Academic Performance Section

Charter holders with schools not meeting the Board's **level of adequate academic performance**, as identified in the Terms to Know section of the application instructions, will be required to complete the Academic Performance Section of the renewal application and submit a Performance Management Plan which addresses improvement in the academic achievement of students attending the school or schools operated by the charter holder.

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Deleted: alert sent to the designated portal at ASBCS Online.

NOTE: The renewal application for charter holders with schools that meet or exceed the academic performance level determined by the Board to be adequate will not have submission requirements for the Academic Performance Section of the application.

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Purpose of a Performance Management Plan

A renewal Performance Management Plan is an accountability agreement between the charter holder and the Board for academic performance of each school operated by the charter holder. If approved for renewal, Performance Management Plans will be a component of the contract and will be used by the Board to monitor performance. The charter holder will report on making progress toward meeting targets in Performance Management Plans in Annual Reports; the Board will monitor each school's progress against Performance Management Plan targets. Failure to meet plan targets or make sufficient progress toward meeting plan targets will place the charter holder at risk of being in violation of the terms of the contract.

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Deleted: any or all of the following in the Academic Performance Section of the application:

Components of the Performance Management Plan

For the purpose of this application, each Performance Management Plan will include three components.

- Narrative
- Template
- Documentation of Academic Oversight

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B. An explanation with appropriate data and information to support why the school considers the progress made to be reasonable. If this applies to more than one school under the same charter, information for each school must be provided. ¶
C. An explanation of any circumstances that may have prevented the school from performing at a satisfactory level.¶
¶
Process for Developing

Deleted: intended to assist schools in addressing academic performance deficiencies with a plan that clearly articulates the academic achievement area in need of improvement, the tools intended to measure improvement, and the degree of improvement to be achieved. The plan will also include identified strategies linked to desired outcomes and designed for meeting identified targets. Separate performance ... [2]

1. **Narrative:** Each completed template should be introduced with a narrative that serves as the foundation for understanding the Performance Management Plan and its development. The narrative must contain the following:
 - A detailed description of all previous improvement efforts to improve pupil achievement conducted by the school in the past five years;
 - A detailed description of the process used for conducting an analysis of relevant pupil achievement data;
 - The findings from the data analysis;
 - A detailed description of how the plan that is presented is directly linked to the findings from the data analysis.

2. **Template:** Each Performance Management Plan will be prepared using a template provided with the application and will include the following:
 - the academic area (**indicator**) to be addressed for improvement based upon data analysis findings reported in the opening narrative.
 - tool that will be used to measure progress on the indicator, (**measures**).
 - reasonable and appropriate ways (generally numeric) to measure or quantify the identified improvement area, also known as the indicator (**metrics**).
 - rigorous and realistic targets for improvement (**targets**). Targets are not excessive for where the school is now, nor should they be too minimal for the degree of improvement necessary.
 - annual benchmark targets, which reflect incremental progress toward the end target.
 - action steps for accomplishing the strategies for improvement. Action steps must reveal a progression of actions from start to finish for each strategy and must include evidence the applicant will use to show accomplishment of action steps.
 - allocated resources, i.e. time, money, personnel, etc., for implementing the strategies and timelines specified within the plan. **NOTE: Performance Management Plans must align with budget plans submitted in the Detailed Business Plan section and submitted budgets must reflect expenditures included in each Performance Management Plan.**

Note: Strategies for the Performance Management Plans will be provided with the plan template.

3. **Documentation of Academic Oversight:** The charter holder must submit meeting agendas and minutes from the board which has primary responsibility for academic oversight of the school or schools operated by the charter holder. Meeting agendas and minutes submitted must be for all meetings conducted by this board in the year prior to renewal eligibility.

Deleted: aspect(s) of the academic area that will be focused upon

II b. Detailed Business Plan Section

In accordance with A.R.S. § 15-183 (I), the application for renewal shall include a detailed business plan. Charter holders with contracts that are not up-to-date with regard to the organizational structure or are not fiscally viable will be required to complete this section of the application. In making the determination that a charter holder is required to complete the Financial Monitoring section of the application, the Board will consider the two previous years of existing financial performance information. At the time of consideration of renewal by the Board, the most current audit information will be provided, which may be in addition to the two previous years of existing financial performance information.

1. Charter Holder's Organizational Membership

- If the officers, directors, members and partners reflected in the contract do not match the current documents on file with the Arizona Corporation Commission, the charter holder must file the appropriate notifications and amendments for Board consideration through the amendment process. For the purpose of the application package, the charter holder must provide evidence of the appropriate filing.

2. Charter Holder's Financial Sustainability

If any of the following applies to the charter holder at the time the Board must notify the charter holder that it may apply for renewal, the charter holder will be required to submit this section of the application:

- The charter holder was required to submit the Academic Section of the renewal application;
- At least one of the two previous audits identified a going concern; or
- At least one of the two previous audits identified that the charter holder ended the year with negative net assets (non-profit) or negative members'/shareholders' equity (for-profit).

Part A: Complete and submit the Renewal Budget Plan (see Attachment _____), which must include actual financial information for the most recent fiscal year available and projected financial information for the next three fiscal years of operation. If the charter school is part of a larger organization, such as a social service organization or government entity, then the information in the Renewal Budget Plan should be specific to the charter school and its operations. Line items may be added to the Renewal Budget Plan to address special circumstances or to provide additional clarification, but line items may not be removed.

The Renewal Budget Plan must account for any major changes anticipated by the charter holder or school. The average daily membership (ADM) used in each year must be provided along with the basis for the projected ADM. At a minimum, assumptions must also be provided for key components of the Renewal Budget Plan, including the basis for all projected revenue line items. Additionally, increases or decreases of 10% or more in the "total expenses" line item must be explained. Further, each "Other" line item used must be explained to specify what has been included. Those required to submit the Academic Section of the renewal application must also specify in the Renewal Budget Plan, by fiscal year, that the expenses associated with the implementation of the Performance Management Plan have been incorporated.

Part B: In one page or less submit: a) a written explanation for the charter holder's current financial situation and b) a written description of the specific steps the charter holder has already taken to

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Step 1: Conduct a data self-analysis and provide an interpretation for the previous five years, including patterns and trends¶
Step 2: Based upon the findings from the data analysis, provide a report of underlying reasons for the school's performance problems ¶
Step 3: Create a performance management plan or plans to improve student achievement which includes the following:¶
<#>Indicators representing academic quality or achievement, **measures** as a means to assess the performance of selected indicators, **metrics** that quantify a given measure, and **targets** that set expectations or define success on particular measures and within a certain period of time¶
<#>Strategies for meeting targets, including **action steps**, **responsible parties**, timelines, acceptable evidence, and budgets¶
<#>Annual benchmark targets are identified, if the plan is to be implemented over several years¶
¶ ... [3]

Deleted: Annual Reporting Requirement for Meeting Performance Targets Management Plans¶
By August 1, after every school ... [4]

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Deleted: Similar to the Academic Section of the renewal application, the Detailed Business Plan section requirements will be based upon the charter holder's ability to meet ... [6]

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improve its financial situation and ensure the charter school's continued financial sustainability. For "b)", evidence (e.g., copy of plan developed, meeting minutes) must be provided supporting that the steps described have been taken by the charter holder.

Please note that "Part B" only applies to those required to complete the "Charter Holder's Financial Sustainability" section because at least one of the two previous audits identified a going concern or identified negative net assets or negative members/shareholders' equity at year end. "Part B" does not apply to those required to complete the "Charter Holder's Financial Sustainability" section solely because they must submit the Academic Section.

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III. SUBMITTING THE RENEWAL APPLICATION PACKAGE

Preparing the Application Package for Submission:

The online renewal application is capable of uploading multiple documents to enable applicants to meet the application requirements. Applicants are encouraged to review each required section of the application to ensure appropriate documents are prepared and uploaded before submitting the application package. The system does not allow for revisions once the application package has been submitted.

If a charter holder is not required to complete the Academic Performance Section and the Detailed Business Plan Section of the application, the online renewal application will have a statement in both sections of the application that informs the charter holder that nothing is required to be submitted for either section. In this instance, where the charter holder was waived from submitting both sections of the application, the authorized representative's digital signature will be the only requirement for submission of an online application package.

Submitting the Application Package:

Once the application is complete and ready for submission, the authorized representative will digitally sign the application by typing in his/her password and clicking "Sign Form". The online renewal application will indicate that the signature was accepted and the date it was signed. Once submitted, the representative will receive notification indicating submission status as well as a link to a copy of the submitted application. The representative has the option of withdrawing the application at any time.

Renewal applications will be submitted online at <http://online.asbcs.az.gov>. Renewal applications must be submitted by 11:59 p.m. MST on the deadline date which is approximately ninety calendar days from the date the charter holder was notified of eligibility to apply for renewal. The deadline date will be identified in the charter holder's Notification Letter.

Deleted: Renewal applications will be submitted online through an application wizard on the ASBCS Online database located at <http://online.asbcs.az.gov>. Please note that, for some sections, more than one individual document may need to be uploaded on the online renewal application wizard. ... [9]

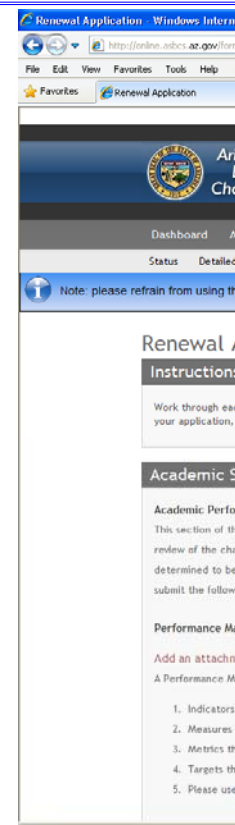
Deleted: If you are required to submit a performance management plan or have another academic performance requirement, the renewal application wizard will be enabled to accept the submission requirement. The performance management plan requires the plan itself as well as additional ... [10]

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Deleted: A template for completing and submitting the plan is available on the application pages and under the *Help* tab of the renewal application wizard.

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IV. TERMS TO KNOW

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Parts of the detailed business plan are required to be uploaded separately. Applicants should prepare the business plan portion of the application accordingly. The renewal application wizard for the business plan includes the following sections and topics: organizational chart, sustainability, budget plan, succession plan for both the charter holder and governing body, and facilities plan. ¶

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Action Steps – Steps identified to accomplish a strategy’s intended outcome and are capable of being implemented through an appropriate commitment of time and resources

Annual Benchmark Targets – Intended increments of results or definitions of success determined annually that will lead to meeting the [end target for plan](#)

Application – The Board-approved forms and instructions, which are available through ASBCS Online and in writing

Application Package – The application, narrative, and documents described in the application

Authorized Representative – Individual with the power to bind a charter holder contractually according to the charter holder’s Articles of Incorporation, operating agreement, or by-laws

Board – The Arizona State Board for Charter Schools

Budget – Anticipated costs of allocated resources in reference to the Performance Management Plan

Charter – A contract between a person and the Board to operate a charter school under A.R.S. § 15-181

Charter Holder – A person who enters into a charter with the Board

Indicator – Academic area to be addressed for improvement

Level of Adequate Academic Performance – An academic performance level that the Board has determined to be adequate to waive certain identified requirements for renewal and other situations as appropriate for the following school configurations:

- A school that serves any students between grades three and eight must meet or exceed the state average percent proficient in reading and in math on the state assessment and has a student growth percentile of no less than minus one standard deviation from the state median growth percentile in reading and in math.
- A school that serves students no higher than grade two must exceed the state average scale score on the department of education’s norm-referenced test administered to second grade students.
- A school that serves any students from grades ten to twelve must meet or exceed the state average percent proficient in reading and in math on the state assessment.

Measures - [Tool that will be used to measure progress on the indicator](#) (academic area),

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Metrics - Reasonable and appropriate ways ([generally numeric](#)) to [measure or quantify](#) the identified improvement area, [also known as the Indicator](#).

Deleted: of what aspect(s) of the indicator

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MST – Mountain Standard Time

Person – An individual, partnership, corporation, association, or public or private organization of any kind

Performance Management Plan – Strategic plan focusing on increasing student achievement; components include indicators, measures, metrics, and targets as well as strategies and action steps

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Online Renewal Application Wizard
– New alternative way to submit application and all related documents online¶

Responsible Party – The person responsible for ensuring the task assigned is completed

Scoring Criteria – A tool used to evaluate specific documents of the application package. The tool must include a description of the components to be scored and the criteria required to demonstrate mastery.

Strategy – Plan or method for obtaining a specific goal or result

Targets – Intended results or definition of success within a certain period of time that are rigorous and relevant

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II. CHARTER RENEWAL APPLICATION PROCESS

Actions	Description	Approximate Timeline
Preparation	<p style="text-align: center;"><i>(Suggested activities)</i></p> Review contract as it currently exists Identify contract expiration date Confirm authorized representative's email address with ASBCS correct Begin collecting relevant documents as required by the Detailed Business Plan Continue to review academic performance	Approximately 24 months to 18 months prior to charter expiration
Renewal Site Visit	Prepare for possible school site visit conducted by Board staff and work with Board staff on scheduling the visit.	Approximately 24 months to 18 months prior to charter expiration
Look for Notification of Eligibility to Apply for Renewal	Expect notification of eligibility to apply for renewal through an alert sent to the authorized representative at the charter portal at ASBCS Online. The alert will tell where to access the application. The authorized representative should also expect an email containing the same information.	18 months prior to charter expiration
Prepare Renewal Application	Access the renewal application at the charter portal at ASBCS Online: http://online.asbcs.az.gov Prepare and submit appropriate documents no later than the application deadline.	Within three months of notice of eligibility to apply for renewal
Submit Renewal Application	Submit the completed renewal application online through an application wizard on the ASBCS Online database located at: http://online.asbcs.az.gov Reminder: Renewal applications must be submitted by 11:59 p.m. MST on the deadline date which will be ninety calendar days from the date the charter holder was notified of eligibility to apply for renewal. Submitting the application makes the charter eligible for Board consideration of renewal.	Within three months of notice of eligibility to apply for renewal
Renewal Site Visit	Prepare for a site visit if Board staff did not conduct a site visit prior to renewal application submission. Work with Board staff on scheduling the visit.	Within three months of receipt of the submitted application

Attend Board Meeting	Attend the board meeting when being considered for renewal. Expect notification of the board meeting date, time, and location.	12 months prior to charter expiration
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intended to assist schools in addressing academic performance deficiencies with a plan that clearly articulates the academic achievement area in need of improvement, the tools intended to measure improvement, and the degree of improvement to be achieved. The plan will also include identified strategies linked to desired outcomes and designed for meeting identified targets. Separate performance management plans should be developed to address academic performance in each academic content area that is determined to be insufficient to meet the Board's level of adequate academic performance.

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Step 1: Conduct a data self-analysis and provide an interpretation for the previous five years, including patterns and trends

Step 2: Based upon the findings from the data analysis, provide a report of underlying reasons for the school's performance problems

Step 3: Create a performance management plan or plans to improve student achievement which includes the following:

Indicators representing academic quality or achievement, **measures** as a means to assess the performance of selected indicators, **metrics** that quantify a given measure, and **targets** that set expectations or define success on particular measures and within a certain period of time

Strategies for meeting targets, including **action steps**, **responsible parties**, timelines, acceptable evidence, and budgets

Annual benchmark targets are identified, if the plan is to be implemented over several years

Each performance management plan must be submitted using the template provided. An opening narrative, with findings from the data self-analysis and underlying reasons for the school's performance problems, must accompany the performance management plan. The opening narrative will serve as an introduction to the plan as well as background for how the plan was developed. If a school is implementing an Arizona School Improvement Plan (ASIP), the applicant should include information in the narrative that describes implementation of the ASIP and may use portions of the ASIP in the performance management plan if the school has found those portions to be effective in addressing academic performance problems.

Step 1: Conduct Data Self-Analysis, Interpret Findings, and Report School Performance to Date

Each school is required to conduct an analysis of its own academic achievement data, including state-required achievement test results as well as internal measures the school uses that are accepted as both valid and reliable. Each school is required to report the findings of its data analysis as an introduction to the school's performance management plan. When developed, the performance management plan should be directly linked,

through measures, metrics and targets, to the results of the data analysis. Strategies to accomplish meeting targets should also be linked to the findings of the data analysis. The school may determine how best to report the findings and the school's interpretation of the findings.

Step 2: Determine Underlying Reasons for Performance

Following the data analysis, each school is required to develop, based upon the data analysis, hypotheses about the underlying reasons for the school's academic performance. As an introduction to the performance management plan, the school is required to submit its hypotheses, identify barriers, policies, or past practices that inhibited establishing the conditions for effective practice, as well as what it will take to eliminate the barrier(s). An overview of past efforts to resolve these impediments must be included.

Step 3: Prepare Introductory Narrative

Based upon work conducted in Steps 1 and 2, prepare a narrative, including charts and graphs, which reports the results of the data self-analysis, interpretation of findings, school performance to date and the underlying reasons for the level of performance. The narrative must be a clear and accurate report that serves as the foundation for understanding the performance management plan and its development.

Step 4: Create Performance Management Plan

Performance management plans must be submitted on the Performance Management Plan template. A separate plan must be submitted for each academic indicator the school intends to improve. The template is available on the application pages or under the *Help* tab of the online renewal application wizard.

The plan should focus on academic priorities that the school determines are essential based upon the school's review of available data. For each indicator the school will be addressing, the plan should include all measures, metrics and targets related to that indicator as well as strategies, action steps, timelines, evidence of meeting action steps, and budgets to meet the targets. If the plan is to be implemented over several years, annual benchmark targets must be identified and included in the plan.

A performance management plan includes:

- the academic area (**indicator**) to be addressed for improvement based upon data analysis findings reported in the opening narrative.

- aspect(s) of the academic area that will be focused upon (**measures**).

- reasonable and appropriate ways to measure the identified improvement area (**metrics**).

- rigorous and realistic targets for improvement (**targets**). Targets are not excessive for where the school is now, nor should they be too minimal for the degree of improvement necessary.

- annual benchmark targets, which reflect incremental progress toward the end target.

- strategies that are capable of being implemented through an appropriate commitment of time and resources and are capable of providing the intended results to meet the targets.

action steps for accomplishing the strategies for improvement. Action steps must reveal a progression of actions from start to finish for each strategy and must include evidence the applicant will use to show accomplishment of action steps.

allocated resources, i.e. time, money, personnel, etc., for implementing the strategies and timelines specified within the plan. **NOTE: Performance management plans must align with budget plans submitted in the Detailed Business Plan section, and submitted budgets must reflect expenditures included in each performance management plan.**

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Annual Reporting Requirement for Meeting Performance Targets Management Plans

By August 1, after every school year, for the duration of the performance management plan's implementation of improvement strategies, the school must submit an Annual Report to the Arizona State Board for Charter Schools' office. The Annual Report will include identifying progress toward meeting the targets for improvements of the performance management plan and providing evidence that the plan is being implemented with fidelity. If the school has more than one plan, a separate annual report should be submitted for each of the school's performance management plans. The ASBCS will provide a formal reporting template to guide charter holders. In preparing documentation demonstrating progress toward meeting targets set in the Performance Management Plan.

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This section of the renewal application addresses the charter holder's plan for its next charter term. In accordance with A.R.S. § 15-183 (I), all applicants are required to complete this section.

Note: Proposed or anticipated changes to the charter that require approval of an official charter amendment must go through the formal amendment process.

I. Organizational Chart

Provide an organizational chart that illustrates the structure of the organization by showing the different levels of management. The chart should include graphics that identify key positions and reflect the operation and flow of communication from the corporate level to school operations. For this section, provide a narrative that explains the organizational chart and clearly describes the reporting structure for each level of the corporation. For key personnel, the narrative should include position titles, rather than names, and specific responsibilities.

II. Sustainability

Organization's Fiscal Viability

Part 1: Complete the appropriate budget template(s) and submit a budget plan for the next three years of operation. The budget proposal must account for any major changes

in or anticipated by the organization and identified in the business plan. The Board will also consider the two previous years of existing financial performance information.

Part 2: Provide a narrative that clearly describes the structures and systems in place in the organization to ensure fiscal viability. Include information on the following:

Accounting procedures

Process used in fiscal decision-making

Site-level personnel with fiscal authority

The organization's fiscal viability related to fundraising

Philanthropic support from the community

B. Strength and Stability of the Governing Body

Part 1. Provide a list of current members. Identify the area of expertise (e.g., financial, legal, education, etc.) that the member provides for the governing body or the role filled (e.g., parent, teacher, business member, etc.).

Part 2. Provide a narrative that describes governing body member recruitment/selection and development. Include the training/orientation process that is provided to all school governing body members.

Part 3. Provide a narrative that clearly outlines the governance structure and organization of the school. The narrative must include a description of the role, responsibilities, and mandated obligations, including Open Meeting Law and policy decisions, of the school's governing body. The narrative must also include the structures and systems in place for decision-making at the governing body level.

Part 4. Describe the role of the governing body in monitoring the school's academic performance.

C. Strength and Stability of the Charter Holder

Part 1. Provide a list of current officers, directors, managers, or partners of the corporation.

Part 2. Provide a description of the role and responsibilities of the charter holder. Include a narrative that clearly outlines the function of the charter holder and indicate if the charter holder is the same as the school's governing body.

Part 3. Describe the role of the charter holder in monitoring the school's academic performance.

III. Succession Plan

A. Submit a succession plan for the charter holder, which describes replacing the officers, members, partners, or board in the event of retirement, resignation, or other circumstances.

B. Submit a succession plan for the school's instructional leadership team which may include:

Development of a clear career course at the school (e.g., teacher to master teacher to assistant principal, etc.)

Creation or refinement of incentive plans (e.g., merit pay, flex hours, etc.)

Ongoing professional development

High standards for hiring qualified personnel

Appropriate resources to bring in new personnel

IV. Facilities Plan

Submit a facilities plan, by site, including any plans for expansion.

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Similar to the Academic Section of the renewal application, the Detailed Business Plan section requirements will be based upon the charter holder's ability to meet or exceed performance standards.

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of the following applies to the charter holder at the time the Board must notify the charter holder that it may apply for renewal, the charter holder will be required to submit this section of the application:

Membership of the corporation filed with the Arizona Corporation Commission differs from membership information on record with the Board;

The annual report for the Arizona Corporation Commission is delinquent;

Fingerprint clearance cards for corporate board members have expired and are not in the process of being renewed

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Part A: Provide evidence that demonstrates the charter holder's efforts to come into compliance with the area(s) identified as out of compliance. An example of appropriate evidence might include an amendment request, with all required documentation, submitted to the Arizona State Board for Charter Schools and ready to be considered by the Board.

Part B: Provide an organizational chart that illustrates the structure of the organization by showing the different levels of management. The chart should include graphics that identify key positions and reflect the operation and flow of communication from the corporate level to school operations.

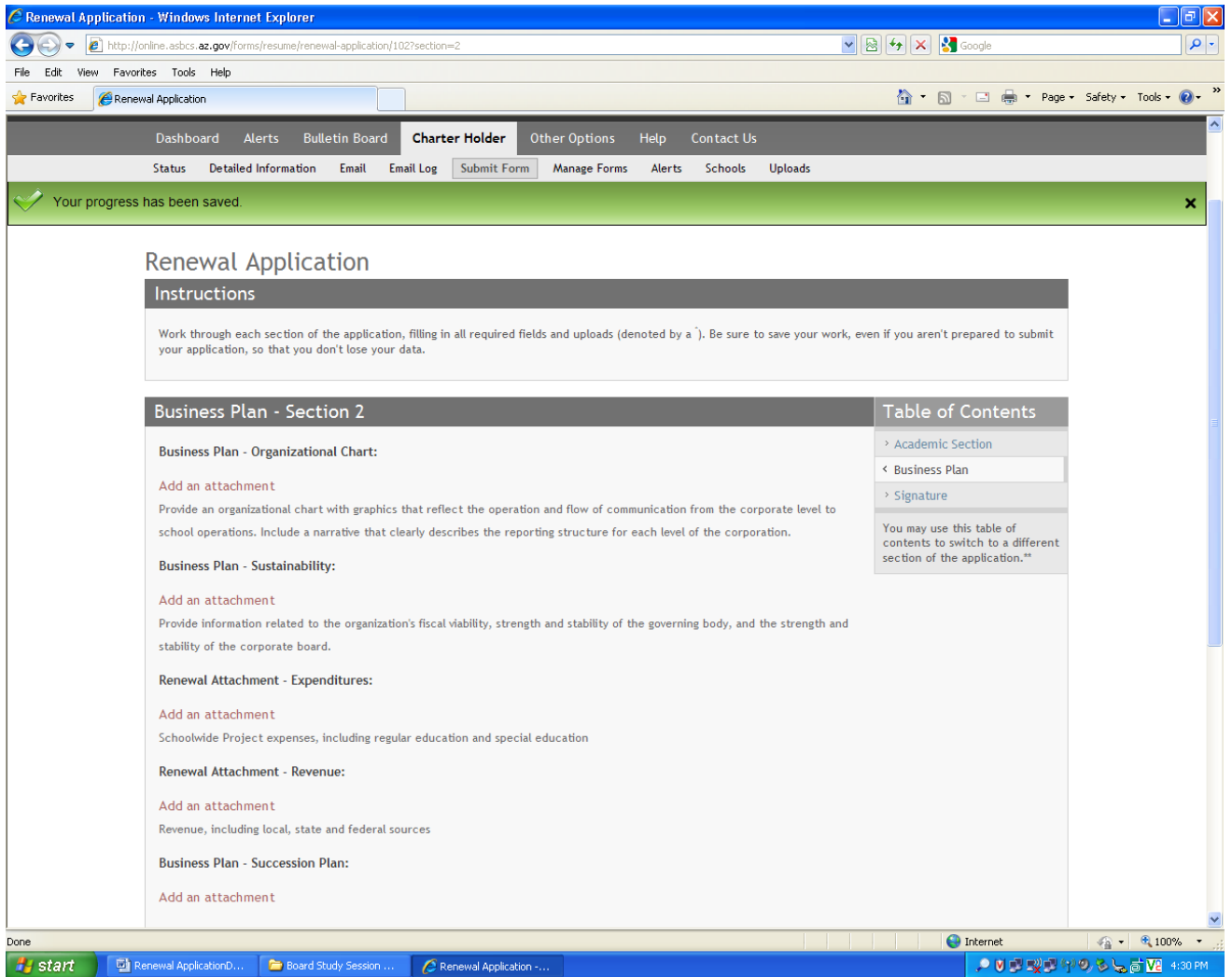
Renewal applications will be submitted online through an application wizard on the ASBCS Online database located at <http://online.asbcs.az.gov>. **Please note that, for some sections, more than one individual document may need to be uploaded on the online renewal application wizard.** Renewal applications must be submitted by 11:59 p.m. MST on the deadline date which will be ninety calendar days from the date the charter holder was notified of eligibility to apply for renewal. The deadline date will also be identified when the charter holder receives the application components.

If you are required to submit a performance management plan or have another academic performance requirement, the renewal application wizard will be enabled to accept the submission requirement. The performance management plan requires the plan itself as well as additional documentation to support the plan. For this section, the

If a charter holder meets the Board's level of adequate academic performance and is not required to complete the academic performance section of the application, the renewal application wizard will have a statement in this section of the application that informs the charter holder that nothing is required to be submitted for this section.

DETAILED BUSINESS PLAN SECTION:

Parts of the detailed business plan are required to be uploaded separately. Applicants should prepare the business plan portion of the application accordingly. The renewal application wizard for the business plan includes the following sections and topics: organizational chart, sustainability, budget plan, succession plan for both the charter holder and governing body, and facilities plan.



DIGITAL SIGNATURE:

Once the application is complete and ready for submission, the authorized representative will digitally sign the application by typing in his/her password and clicking "Sign Form". The renewal application wizard will indicate that the signature was accepted and the date it was signed. Once submitted, the representative will receive notification indicating submission status as well as a link to a copy of the submitted

application. The representative has the option of withdrawing the application at any time.

The screenshot shows a web browser window titled "Renewal Application - Windows Internet Explorer". The address bar shows the URL: <http://online.asbcs.az.gov/forms/resize/renewal-application/102?section=3>. The browser's menu bar includes File, Edit, View, Favorites, Tools, and Help. The page header features the Arizona State Board for Charter Schools logo, the text "Arizona State Board for Charter Schools", and the AZ.GOV logo. A navigation menu includes Dashboard, Alerts, Bulletin Board, Charter Holder (selected), Other Options, Help, and Contact Us. A secondary menu includes Status, Detailed Information, Email, Email Log, Submit Form, Manage Forms, Alerts, Schools, and Uploads. A green notification bar at the top states "Your progress has been saved." The main content area is titled "Renewal Application" and contains an "Instructions" section with the text: "Work through each section of the application, filling in all required fields and uploads (denoted by a). Be sure to save your work, even if you aren't prepared to submit your application, so that you don't lose your data." Below this is the "Signature - Section 3" section, which includes a "Charter Representative Signature*" label, a "Password:" label, a text input field, and a "Sign Form" button. To the right is a "Table of Contents" sidebar with links for "Academic Section", "Business Plan", and "Signature" (selected). At the bottom of the form are two buttons: "Save and Return to Dashboard**" and "Submit to ASBCS". A footer note states: "**required" and "**form will be saved so you can resume it later". The browser's status bar at the bottom shows the Windows taskbar with the Start button, several open applications, and the system clock displaying 4:34 PM.