New York State Education Department

Application for Charter Renewal Guidelines for New York State Charter Schools Authorized by the Board of Regents

June 2012

The Regents of The University of the State of New York
Charter School Office
89 Washington Avenue
Albany, New York 12234
http://www.emsc.nysed.gov/psc/

Acknowledgements

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The State University of New York
41 State Street, Suite 700
Albany, NY 12207
www.newyorkcharters.org

Charter School Office
Massachusetts Department of Elementary and Secondary Education
75 Pleasant Street
Malden, MA 02148
www.doe.mass.edu/charter

Table of Contents

Introduction and Overview 1
Charter Renewal Process Summary 2
Application Submission Instructions 3
Application Completion Checklist 4
Application Content Requirements 6
Appendix A: Application for Charter Renewal Certification Statement 16
Appendix B: Performance Goals Evidence (Expand as necessary.) 17
Appendix C: Enrollment of Students with Special Needs 18
Appendix D: School Organizational Chart 18
Appendix E: Evaluation form(s) for the school leader 18
Appendix F: Staffing and Staff Turnover 19
Appendix G: Board of Trustees Membership Table 20
Appendix H – O: Additional Appendices 20

Introduction and Overview

This document provides guidelines for submitting an Application for Charter Renewal for New York State charter schools authorized by the Board of Regents. New York State Education Department's (the Department) Charter School Office (CSO). The following sections include an overview of the charter renewal process, detailed requirements for preparing an Application for Charter Renewal (Application) and submitting the application to the CSO, as well as a list of documents that the school may find helpful in preparing the Application.

The Board of Regents is obligated by statute and regulation to conduct ongoing performance reviews of each charter school and, no later than the fifth year of the school's charter term, decide whether to renew the school's charter. The charter renewal decision is based on the school's performance over the term of the charter in three areas:

1. The school's academic success and ability to operate in an educationally sound manner;
2. The school's organizational viability and its ability to operate in a fiscally sound manner; and
3. The school's faithfulness to the terms of its charter and adherence to the applicable laws and regulations.

The school's performance goals and the CSO's Renewal Standards, outlined in these *Guidelines*, provide the analytical framework used to hold a charter school accountable for performance in these areas and to inform whether a charter should be renewed. The major components of the charter renewal process are summarized on the following page.

The school's application presents evidence of the school's performance during the current charter period. The application process also allows the school to examine its practices and decisions over the current charter term, offer explanations for any performance or operational issues, identify actions taken to correct past problems, and provide information regarding the school's plans for improvement in the future. **By presenting full and accurate information along with a context for the information, the school has the opportunity to make its best case for charter renewal**.

It is important to understand that the information provided in the school's application is supplemented by additional information collected throughout the term of the school's charter—such as annual reports, independent financial audits, state testing data, and site visit reports—as well as additional information that the school and the CSO will provide during the charter renewal process.

Please review all of the information contained in these *Guidelines* before you begin the school's application. Any application that does not conform to these *Guidelines* may be returned to the school for revision, and may constitute evidence that the school has not met requirements for renewal.

Charter Renewal Process Summary	
Submission of Application for Renewal	The school must submit the completed Application to the CSO no later than six months prior to the expiration of the charter or by August 15 after the end of the penultimate school year of the school's charter, whichever comes first. In cases where the school's charter agreement indicates a different due date for an Application for Renewal, these *Guidelines* constitute CSO approval, on behalf of the Commissioner, for a non-material revision to the charter agreement to accommodate this new deadline. The completed Application must follow the content and format guidelines set forth in the following pages and must be complete upon submission.
Application review	The CSO reviews the submitted Application to ensure that it is clear and complete. If so, the Application is accepted; if not, the Application is returned to the school for revision or for the inclusion of additional information.
Renewal Site Visit	The CSO may contract with an independent organization or may use staff members to conduct a detailed review of the school's performance a renewal site visit. The renewal site visit is conducted by a team that also prepares a renewal site visit report summarizing the team's findings regarding the school's performance relative to its goals and the Renewal Standards outlined in these *Guidelines.*
Opportunity for response	The school may choose to provide the CSO with a formal response to the renewal site visit report; this response becomes part of the school's permanent record. Other interested parties and members of the public are given the opportunity to submit written comments to the CSO regarding renewal of the school's charter.
Staff recommendation	Based on multiple sources of evidence gathered during the charter term, including (but not limited to) the school's Application for Charter Renewal and the renewal site visit report, the CSO prepares a Renewal Recommendation Report summarizing all data gathered throughout previous site visits, the renewal site visit, annual reporting, and other sources. Department staff members make a recommendation to the Board of Regents regarding renewal of the school's charter.
Board of Regents vote	The Board of Regents votes either to grant or deny the school's request for charter renewal.

Application Submission Instructions

- The school's Application and all related materials, including certifications, must arrive at the CSO no later than 5:00 p.m. on the day that is six months prior to the expiration of the charter or by August 15 after the end of the fourth year of the school's charter, whichever comes first.
- The completed Application may not exceed 50 pages, excluding cover letter, cover page, and appendices. Please use the Application Completion Checklist, beginning on the following page, to ensure that all required components are included.
- The text and attachments must use standard one-inch margins, be clearly paginated, and use a clearly readable font no smaller in type size than 11 point.
- The text must be grammatically correct and free of jargon, undefined terms, and unexplained references.
- Tables, graphs, and other data (including student achievement data) provided in the Application must be clearly presented, clearly explained, and directly relevant to the text. *Student-level data must not be included.* In addition, the Application must not include any photographs, pictures, graphics, or news clippings that are not directly relevant to the text.
- The Application must include the required certification statement(s) with signatures. The Application will not be considered complete without the required signed certification(s). Please note that the Certification Statement requires that the chair of the school's board of trustees certify that the school's board has voted to approve the application.
- All additional attachments must be clearly labeled and provided in the appropriate appendix, as designated in these *Guidelines*. Additional information included in the appendices should not exceed 50 pages in total.
- If an appendix or exhibit is not applicable to a particular application, submit the appendix or exhibit with the text "Not Applicable."

The school's completed Application must be submitted to the CSO in printed and electronic form. Please submit one hard copy with required signatures, including certifications and all appendices. The printed version of the school's Application must be delivered to:

Charter School Office
New York State Education Department
89 Washington Avenue
Room 471 EBA
Albany, New York 12234

Please also submit an electronic version of the entire Application, including all required signed certifications and appendices, via electronic mail to charterschools@mail.nysed.gov. The subject line of the email should read "Application for Charter Renewal: [insert name of charter school]." In addition, please submit an electronic copy of the renewal application to the school district of location.

Note: Education Law Article 56 §2851(4)(c) requires the submission of copies of each of the annual reports of the charter school to be submitted as part of the renewal application. If your school has submitted these annual reports, you are not required to resubmit them as part of this application.

Application Completion Checklist

- ❑ Cover letter from chairperson of the school's board of trustees
- ❑ Table of Contents
- ❑ Application Requests
    1. Is the school an academic success and able to operate in an educationally sound manner?
        a. Academic Performance Goals
        b. Curriculum
        c. Instruction
        d. Assessment and Instructional Decision-making
        e. At-Risk Students and Students with Special Needs
        f. Climate, Culture, and Safety
        g. Professional Development
    2. Is the school organizationally viable and able to operate in a fiscally sound manner?
        a. Organizational Performance Goals
        b. Financial Performance Goals
        c. Organizational Capacity
        d. Board Oversight and Governance
        e. School Leadership
        f. Solvency and Stability
        g. Internal Controls
        h. Financial Oversight
        i. Financial Reporting
        j. Facilities
        k. Parent/Family and Student Satisfaction
    3. Is the school faithful to the terms of its charter and has it adhered to applicable laws and regulations?
        a. Charter-Specific Performance Goals
        b. Mission and Key Design Elements
        c. Admissions and Enrollment
        d. Legal Compliance
    4. Should the school's charter be renewed, what are its plans for the term of the future charter?
        a. Key Structural Elements of the Charter
        b. Academic Program
        c. Organizational Viability and Fiscal Soundness

- ❑ Required Appendices

  A. **Application for Charter Renewal Certification Statement.** This statement should be signed by either the chairperson of the school's board of trustees or the board of trustees' designated signatory authority.
  B. **Performance Goals Evidence.** The data should be clearly labeled. Do not duplicate information or data already provided in the text of the Application in reporting on the school's performance goals.
  C. **Enrollment of Students with Special Needs**. Using the Special Needs Student Enrollment form, list the school's enrollment of special education students, students receiving services under Section 504 of the Rehabilitation Act, and students identified as English language learners.
  D. **School Organizational Chart.** Provide an organizational chart, including names and titles of school leaders.
  E. **Evaluation form(s) for the school leader.** Include any standard forms used for evaluation of the performance of the school leader.
  F. **Staffing and Staff Turnover.** List the following information for each year of the current charter period: the number of administrators, teachers, and other staff and the number of departures of administrators, teachers, and other staff during and at the end of the each school year.
  G. **Board of Trustees Membership Table.** List the number of board members joining and leaving the board in each school year of the current charter period.
  H. Long-term planning documents used by the board of trustees. Provide copies of any long-term planning documents developed by the board, such as a strategic plan, if any.
  I. Up-to-date Certificate of Occupancy
  J. Up-to-date Fire Inspection Certificate
  K. Up-to-date Health Inspection
  L. Up-to-date Flammable Compounds and Liquids Certificate (if applicable)
  M. Up-to-date Insurance Certificate(s)
  N. Asbestos Inspection and Management Plan (if applicable)
  O. Lead Paint Inspection (if applicable)

- ❑ Renewal Charter Exhibits

  1. Mission Statement
  2. Projected Enrollment
  3. School Calendar
  4. School Schedule
  5. Key Design Elements
  6. Proposed Budget
  7. Staffing Plan
  8. By-laws
  9. Code of Ethics
  10. Enrollment and Admissions Policy
  11. Contract with Educational Service Provider (if applicable)
  12. Table of Management Functions (if applicable)
  13. Codes of Conduct and/or Disciplinary Policy
  14. Personnel Policy
  15. Complaint Policy
  16. Transportation Policy
  17. Enrollment and Retention Targets Plan

Application Content Requirements

A charter school's Application must include a cover letter of no more than two pages that provides a brief overview of the school's mission, educational philosophy, characteristics, and major challenges and accomplishments over the current charter term. A table of contents listing all major sections and appendices must be included. The application requests are explained in the following sections.

1. Is the school an academic success and able to operate in an educationally sound manner?

a. Academic Performance Goals

Standard: Throughout the charter term, the school has met or come close to meeting the academic goals laid out in its performance goals and charter contract, including absolute performance and value-added student growth.

- ❑ List each objective and measure contained in the school's current performance goals relating to the success of the academic program. For each listed measure, state whether the school has met, is making progress toward meeting, or has not met the measure. Provide the data or other evidence supporting the statement. If desired, the data or other evidence may be provided in Appendix B (Evidence on Performance Goals) as a clearly labeled attachment.
- ❑ Provide evidence that students at the school demonstrate proficiency or progress toward meeting proficiency targets on state standards as measured by the New York State Testing Program (NYSTP) exams in all subject areas and at all grade levels tested for accountability purposes.
- ❑ Summarize evidence of the school's progress in making Adequate Yearly Progress (AYP) in the aggregate and for all statistically significant subgroups. Provide information on the school's historical accountability status.
- ❑ If there are additional internal or external assessment measures (beyond NYSTP) that have not already been reported and that provide evidence relating to the success of the academic program, please submit that information in a clear and concise manner as well as an interpretation of the data.

b. Curriculum

Standard: The school has a clearly documented curriculum that articulates skills and concepts that all students must know and be able to do to master content, meet and exceed state standards, and achieve school-level performance goals.

- ❑ Describe current curriculum documents that assist teachers in long-term and short-term instructional planning.
- ❑ Explain how the school revises and updates the curriculum, when/if necessary, as well as how the school ensures the horizontal and vertical alignment of the curriculum.
- ❑ Indicate the ways in which the curriculum addresses the needs of all students.

c. Instruction

Standard: The school engages students in high quality, rigorous instruction that is aligned with school design characteristics and curriculum, and is in evidence in all classes throughout the school.

- ❑ Describe expectations for school-wide instructional practice and the ways in which expectations for instruction reflect school design characteristics.
- ❑ Indicate how teachers at the school go about planning high-quality, rigorous instruction for all students.
- ❑ Describe strategies that the school uses to engage all students in high-quality, rigorous instruction.

d. Assessment and Instructional Decision-making

Standard: The school uses ongoing formative and summative assessments and evaluation data to inform instructional decisions and promote student learning.

- ❑ Provide a list of formative and summative assessments administered at the school, as well as the purpose of each assessment.
- ❑ Describe how data from these assessments are used by teachers to inform, guide, and improve instructional practice.
- ❑ Describe how school leaders use data from these assessments to monitor the effectiveness of school programs and make school-wide decisions.

e. At-Risk Students and Students with Special Needs

Standard: The school has the same high standards for all students in the school, and has systems to effectively support students who are struggling academically and those that require additional services to meet academic goals.

- ❑ Provide an overview of programs and services that the school has established for the following students:
  - students who are struggling academically;
  - special education students;
  - English language learners; and
  - students who are in a social or emotional crisis.
- ❑ Describe how the school monitors the effectiveness of services and programs offered to these students. Consider providing data and other evidence that the school effectively supports students who are struggling academically and those that require additional services to meet academic goals.
- ❑ Complete and submit Appendix E (Enrollment of Students with Special Needs).

f. Climate, Culture, and Safety

Standard: The school climate and culture reflect the school mission and design, and directly support student learning, development and achievement. The school maintains an environment that is physically safe and free from harassment for all students and school stakeholders.

- ❑ Identify the tenets behind the school's climate and culture.
- ❑ Indicate the ways in which the key components of the school's climate and culture reflect the school mission and design.
- ❑ Describe how the school climate and culture directly support student learning, development and achievement.
- ❑ Describe how the school establishes and maintains an environment for students, staff, and other stakeholders that is physically safe **and free from** harassment and discrimination.
- ❑ Describe how the school effectively addresses the social, emotional, and health needs of its students.

g. Professional Development

Standard: The school's professional development program is aligned to school-wide goals and teachers' individual professional development needs.

- ❑ Provide an overview of the school's professional development program.
- ❑ Describe how school-wide and/or individualized professional development activities and/or initiatives are identified.
- ❑ Indicate how school leadership monitors the effectiveness of professional development activities and/or initiatives.

2. Is the school organizationally viable and able to operate in a fiscally sound manner?

a. Organizational Performance Goals

Standard: Throughout the charter term, the school has met or come close to meeting the organizational goals laid out in its performance goals and charter contract.

- ❑ List each objective and measure contained in the school's current performance goals relating to the school's organizational viability. For each listed measure, state whether the school has met, is making progress toward meeting, or has not met the measure. Provide data or other evidence supporting the statement. If desired, the data or other evidence may be provided in Appendix B (Evidence on Performance Goals) as a clearly labeled attachment.

b. Financial Performance Goals

Standard: Throughout the charter term, the school has met or come close to meeting the financial goals laid out in its performance goals and charter contract.

- ❑ List each objective and measure contained in the school's current performance goals relating to the school's fiscal soundness. For each listed measure, state whether the school has met, is making progress toward meeting, or has not met the measure. Provide data or other evidence supporting the statement. If desired, the data or other evidence may be provided in Appendix B (Evidence on Performance Goals) as a clearly labeled attachment.

c. Organizational Capacity

Standard: The school has established a well-functioning organizational structure with clearly delineated roles for staff, management, and board members. The school has systems and protocols that allow for the successful implementation, evaluation, and improvement of its academic program and organizational viability.

- ❑ Provide a school organizational chart (including administrators' names and titles) in Appendix F (School Organizational Chart).
- ❑ Describe efforts to successfully recruit, hire, and retain key personnel, as well as decisions the school – when warranted – has made about removing ineffective staff members.
- ❑ Indicate how the board of trustees regularly and systematically assesses performance of (the) school leader(s) against clearly defined goals and makes effective and timely use of the evaluations. Note whether the board hired outside consultants, used its own expertise, or took other steps to evaluate and monitor the school leadership.
- ❑ Provide a copy of the evaluation form(s) for the school leader as Appendix G (Evaluation Form(s) for the School Leader).
- ❑ Complete and submit Appendix F (Staffing and Staff Turnover).

d. Board Oversight and Governance

Standard: The board of trustees provides competent stewardship and oversight of the school while implementing and maintaining policies, systems, and processes to ensure academic success, organizational viability, and faithfulness to the terms of its charter.

- ❑ Describe and discuss board membership and turnover during the term of the charter. Discuss processes through which the board recruits and selects new board members in order to maintain adequate skills sets and expertise for effective governance and structural continuity. Reasons for turnover among board members should be detailed.
- ❑ Describe any goals established by the board outside of the school's performance goals, the tools for understanding progress toward meeting those goals, and the frequency of reporting to the board of trustees.

- ❑ Describe any strategic planning efforts undertaken by the board, the results of those efforts, and the current status of any initiatives launched as a result of strategic planning.
- ❑ Discuss how the board has avoided creating conflicts of interest where possible and, where not possible, how the school has managed those conflicts of interest in a clear and transparent manner.
- ❑ Describe protocols that have been established to ensure that the board acts in accordance with law, regulations, rules and other policies, including its by-laws, Open Meetings Law, and other school-specific policies.
- ❑ Describe how the board evaluates its own effectiveness, and what opportunities for further governance training and development it has pursued over the course of the charter period.
- ❑ Complete and submit Appendix G (Board of Trustees Membership Table).
- ❑ Submit Appendix H (Long-term Planning Documents Used by the Board of Trustees), if any.

e. School Leadership

Standard: School leaders provide valuable administrative direction and make data-informed decisions based on the needs and best interests of students, staff and families within the community.

- ❑ Describe roles and responsibilities of leadership team members, as well as how the school holds all members of staff accountable for meeting school-wide goals.
- ❑ Describe how school leadership monitors the effectiveness of the school's academic program and operations.
- ❑ Describe how day-to-day operations are managed and the efforts the school has undertaken to ensure that the allocation of staff talent, time, and funding is supportive of the school's mission and key design elements.
- ❑ Describe how school leaders communicate with all members of the school community, including parents/families, students, and other stakeholders. The response should summarize the ways in which the school leadership solicits feedback as well as the ways in which the school leadership shares out important information regarding individual and school-wide performance, as well as information about school initiatives and programs.

f. Solvency and Stability

Standard: The school has operated pursuant to a long-range financial plan and aligns budgeting practices with the school mission and key school design components. Annual budgets are sustained by enrollment, and the school has positive net assets and adequate cash flow to ensure solvency and promote student achievement and growth. Critical financial needs of the school are not dependent on variable income (grants, donations, and fundraising).

- ❑ Describe how the school develops budgets that are realistic and support student academic achievement. Indicate how the school goes about setting budgetary priorities and making decisions.
- ❑ Describe the school's financial history, including the history of net assets, adequate cash flow to sustain operations, support for the academic program, and consistent operation within budget. If there have been financial challenges at the school, please described how they were resolved.
- ❑ Describe how the school develops a budget that can be sustained by its enrollment. If the school also relies on additional resources, indicate how those resources are secured.

g. Internal Controls

Standard: The school has maintained appropriate internal controls and procedures. Transactions have been accurately recorded and appropriately documented in accordance with management's direction, laws, regulations, grants, and contracts. Assets have been safeguarded. The school's annual independent audit is devoid of material or repeated findings that may put the school in fiscal jeopardy.

- ❑ Describe how the school implements an effective system of internal controls over revenues, expenses, and fixed assets.
- ❑ Provide evidence that the school has received annual independent audits that are free of material or repeated findings throughout the charter term. If deficiencies or audit findings have been noted, indicate how they were corrected in a timely manner.

h. Financial Oversight

Standard: The board is accountable for long-term financial oversight and solvency through appropriate planning processes.

- ❑ Describe how the board is structured and operates to conduct due diligence in its role as fiscal stewards of the school.
- ❑ Describe how the board demonstrates long-term fiscal oversight through appropriate planning processes.

i. Financial Reporting

Standard: The school has complied with state and federal financial reporting requirements. The school has provided the State Education Department with required financial reports on time, and such reports have been complete and have followed generally accepted accounting principles.

- ❑ Provide evidence that the school has met all financial reporting requirements. If reports have been incomplete and/or late, please describe any measures that have been established to assure that all reporting moving forward will be timely and complete.

j. Facilities

Standard: The school provides facilities and physical conditions that allow students to maximize their learning potential.

- ❑ Describe the school's facility and how the facility meets applicable state and federal requirements, is suited to the school's programs, and is sufficient to serve diverse student needs.
- ❑ Submit Appendices I through O (Facility-related Certificates and Inspections).

k. Parent/Family and Student Satisfaction

Standard: The school demonstrates that parents/families and students are engaged in the school community and are satisfied with the school's academic and organizational practices.

- ❑ Provide a history of the school's enrollment during the term of its charter, as well as a comprehensive assessment of demand and persistence patterns. Provide data on a year-to-year basis of the number of students who stayed in the school and those who left over the life of the charter term.
- ❑ Describe the ways in which the school involves families as partners in the education of their children.
- ❑ Describe how the school demonstrates that parents and/or families are satisfied with the school's program. Summarize the results of any parent or family surveys conducted during the current charter term. Include the number of parents and/or families who participated, as well as the response rate (taking into account families who have multiple students enrolled at the school).
- ❑ Summarize any formal grievances filed by families with the board and/or Charter School Office over the term of the charter. Do not include identifying information.

3. Is the school faithful to the terms of its charter and has it adhered to applicable laws and regulations?

a. Charter-Specific Performance Goals

Standard: Throughout the charter term, the school has met or come close to meeting the charter-specific goals laid out in its performance goals and charter contract.

- ❑ List each objective and measure contained in the school's current performance goals relating to the school's unique mission and vision and design elements as described in the charter. For each listed measure, state whether the school has met, is making progress toward meeting, or has not met the measure. Provide data or other evidence supporting the statement. If desired, the data or other evidence may be provided in Appendix B (Performance Evidence Goals) as a clearly labeled attachment.

b. Mission and Key Design Elements

Standard: The school is faithful to its mission, vision and educational philosophy, and has implemented the key design elements included in its charter.

- ❑ Provide the mission statement of the school. Describe and provide evidence of how the school is faithful to the mission, vision, and educational philosophy defined in the charter application and subsequent approved amendment(s), if applicable.
- ❑ Describe key design elements of the school. Indicate whether they have been fully implemented, partially implemented, or not implemented.

c. Admissions and Enrollment

Standard: The school has implemented the student enrollment strategy and admissions policy laid out in its charter and required by statute and regulations.

- ❑ Summarize student recruitment efforts and evaluate the extent to which the school has maintained adequate levels of enrollment per the terms of its charter, statute and regulations.

d. Legal Compliance

Standard: The school has complied with applicable laws, rules, and regulations and the provisions of its charter.

- ❑ Summarize the school's record of legal compliance with the terms of its charter and applicable state and federal laws, rules and regulations, including:
  - o Teacher certification requirements (including NCLB highly qualified status) and background check requirements;
  - o Freedom of Information Law; and
  - o Open Meetings Law.
- ❑ Discuss systems that have been designed and established to ensure that legal requirements are met. If the school has an active and ongoing relationship with legal counsel to review relevant policies, documents, transactions or incidents, please describe that relationship.

4. Should the school's charter be renewed, what are its plans for the term of the renewal charter?

a. Key Structural Elements of the Charter

Standard: Key structural elements of the school, as defined in the Renewal Charter Application Exhibits, are reasonable, feasible, and achievable.

Please note: **If the school is requesting changes to its maximum enrollment, grades served, curriculum model and/or school design changes that are inconsistent with those approved in the current charter, please be sure to include responses to the Evaluation Criteria listed on pages 6 and 7 of NYSED's Charter School Revisions Technical Advisory posted at http://www.p12.nysed.gov/psc/documents/charterrevisionTA21.09.10.seb.PDF. You may cross-reference these responses as appropriate for the items below.**

- ❑ Include the following as Exhibits to the Renewal Charter Application:
  - Mission Statement (Exhibit 1): The mission statement for the next charter term must be submitted regardless of whether the school intends to make any changes to its present mission statement. . If the mission statement is proposed to be changed, please provide evidence that the board has voted to adopt the new mission statement an explanation of the reasons for the changes.
  - Projected Enrollment (Exhibit 2): The projected enrollment in chart form, providing the grades proposed to be served in each year of the charter, the number of students expected to be in each grade, the age-range of students that will be served and the total maximum number of students per year. Please be sure that the chart reflects any anticipated attrition over the charter period. If the school will serve Kindergarten or developmental Kindergarten during its renewal term, please indicate the date by which a child must reach age five in order to be eligible to attend the school (e.g., December 1). This must be submitted regardless of whether it represents any change from the present enrollment structure.
  - School Calendar (Exhibit 3): A school calendar that clearly indicates the number of days of instruction that will be provided each year. Where the calendar is different for different grades (for example, the school plans to have its middle school academy provide a longer school year than the elementary academy), the calendar should so indicate and/or separate calendars should be submitted. A school calendar must be submitted, regardless of whether there are any proposed changes from the present school calendar.
  - School Schedule (Exhibit 4): A school schedule that clearly provides the total hours of instruction that will be provided and in what subjects. Where different grades have different schedules, all such schedules should be provided. Where the school's daily schedule differs day-to-day (e.g., special programs taught on Tuesdays and Thursdays only), a schedule for a sufficient number of days to allow the Charter School Office to fully understand the schedule in its entirety should be provided. If the school provides, or is requesting to provide, any high school grades, the school must submit a schedule that permits the Institute to determine if the high school will provide the number of instructional units each year as required by law and the New York State Department of Education Commissioner's Regulations such that the school may award a terminal degree.
  - Key Design Elements (Exhibit 5): A two-to-four-page description of the essential elements of the school's academic program. Some essential components of the school's financial, organizational, or governance structures may be included as well.

b. Academic Program and Ability to Operate in an Educationally Sound Manner

Standard: The school has clearly specified plans for successfully implementing changes to its academic program in the next charter term, and these changes indicate that the school will be able to operate in an educationally sound manner.

- ❑ As noted above, if the school is requesting changes to its maximum enrollment, grades served, curriculum model and/or school design changes that are inconsistent with those approved in the current charter, please respond to the Evaluation Criteria listed on pages 6 and 7 of NYSED's Charter School Revisions Technical Advisory posted at http://www.p12.nysed.gov/psc/documents/charterrevisionTA21.09.10.seb.PDF.
- ❑ If the school is not requesting changes to its maximum enrollment, grades served, and/or curriculum model or school design changes that are inconsistent with those approved in the current charter, the narrative response should so indicate and include plans for sustaining and (where possible) improving the student academic outcomes the school has compiled in its last charter period, including any adjustments to the educational program.

c. Organizational Viability and Fiscal Soundness

Standard: The school has provided a reasonable, feasible and achievable organizational and fiscal plan for the next charter term.

- ❑ Budget (Exhibit 6). Submit a proposed budget for the term of the proposed charter period as Exhibit 6, using the required format (available at http://www.p12.nysed.gov/psc/OversightPlan.html). If the school has capital projects in progress or expected to be initiated within the next five years, for each project, please be sure to include a description of the project, the current status of the project, the current estimated schedule for the completion, and a description of the financing plan for the project,, and please incorporate the current estimated cost of the project, including financing, in the renewal budget. [Note: Capital projects include the acquisition, construction, or expansion of a school building, either through new construction or renovation of an existing building; substantial renovation or rehabilitation of a school building or building systems currently in use by the charter school; major acquisition of furnishings, fixtures, and equipment that are related to the acquisition, construction, renovation, or expansion of a school building; and the acquisition and development of adjacent land for new or expanded playgrounds, athletic fields, parking, or other related activities.]
- ❑ If the school is making significant changes to its financial management practices, or organizational and/or governance structure, describe the proposed changes as well as the reasons for those changes. The response should address renewal standards 2a through 2k as outlined in these *Guidelines*. If the school is not making significant changes to its financial management practices, organizational or governance structure, the narrative response should so indicate and describe plans for sustaining and (where possible) improving its financial viability or organizational success.
- ❑ Provide an updated staffing plan (Exhibit 7). The staffing plan should include a detailed organization chart outlining key educational staff positions for each year of the proposed charter, and annotations allowing the Charter School Office to understand who will carry out the key educational (and supporting administrative functions) during the next charter period. Both the chart and the annotations should be detailed and comprehensive in scope, especially for those schools planning to add additional grades beyond what was granted in the original charter. Please note that the staffing plan should match the personnel figures in the submitted budget.
- ❑ Provide the school's by-laws for the proposed charter term (Exhibit 8). If these by-laws are the same as those currently in effect, than the school simply need append them. If they are proposed to be different than the school's current by-laws, please provide evidence that the board has voted to adopt the by-laws upon commencement of the next charter period pursuant to the requirements of the current by-laws for amending such by-laws and an explanation of the reasons for the changes. For example, if the current by-

laws require a supermajority or other condition for amendment, such as concurrence of a corporate member, the school should include proof of same by a properly approved board resolution or other proof. Such by-laws should appropriately reflect any changes in organizational structure. Note that school by-law changes are not effective until final approval and issuance of the renewal charter.

- ❑ Provide the Code of Ethics (Exhibit 9). The school's Code of Ethics should be included whether or not it is proposed to be amended during the next charter period. To the extent that the Code of Ethics for the next charter period differs from that now in effect, please provide evidence that the board has ratified the use of the Code of Ethics during the next charter period.
- ❑ Provide the Enrollment and Admissions Policy (Exhibit 10). The school's Enrollment and Admissions Policy should be included whether or not it is proposed to be amended during the next charter period. To the extent that the Enrollment and Admissions Policy for the next charter period differs from that now in effect, please provide evidence that the board has ratified the use of the Enrollment and Admissions Policy during the next charter period and an explanation of the reasons for the changes.
- ❑ Provide the school's proposed contract with its Educational Service Provider (if applicable) (Exhibit 11). If a school plans to contract with an educational service provider (ESP) or charter management organization (CMO) at any time during the next charter period, please include the fully negotiated (but not executed) management contract for the Charter School Office's review and approval, together with evidence that the board of trustees has approved its execution subject to the Board of Regents' approval. If the contract has yet to be negotiated, please provide an explanation in the narrative portion of the school's response along with a timetable for that process to be completed. Such timetable should in all instances allow sufficient time for the Charter School Office to review the completed contract *prior to* the time that the Charter School Office must make its recommendation on the renewal application. Please note that it is the Charter School Office's belief that a school that is organizationally effective and viable should have fully completed negotiations on this important document by the time its application for renewal is due.
- ❑ Management Table (if applicable) (Exhibit 12). If a school intends to discontinue contracting for management services with an educational service provider and move to self-management, it must provide a table as Exhibit 12 showing the primary management functions of the school, how each function was previously handled (and by whom), and how each function will be handled during the term of the next charter.
- ❑ Code of Conduct and/or Disciplinary Policy (Exhibit 13). The school's Code of Conduct and/or Disciplinary Policy should be included whether or not it is proposed to be amended during the next charter period. To the extent that the Code of Conduct and/or Disciplinary Policy for the next charter period differs from that now in effect, please provide evidence that the board has ratified the use of the Code of Conduct and/or Disciplinary Policy during the next charter period.
- ❑ Personnel Policy (if applicable) (Exhibit 14). The school's Personnel Policy should be included whether or not it is proposed to be amended during the next charter period. To the extent that the Personnel Policy for the next charter period differs from that now in effect, please provide evidence that the board has ratified the use of the Personnel Policy during the next charter period.
- ❑ Complaint Policy (if applicable) (Exhibit 15). The school's Complaint Policy should be included whether or not it is proposed to be amended during the next charter period. To the extent that the Complaint Policy for the next charter period differs from that now in effect, please provide evidence that the board has ratified the use of the Complaint Policy during the next charter period.
- ❑ Transportation Policy (Exhibit 16). Charters schools are required to meet the transportation needs of students not otherwise eligible for transportation pursuant to Education Law §3635 and §2853(4)(b).

The school's Transportation Policy should be included whether or not it is proposed to be amended during the next charter period. To the extent that the Transportation Policy for the next charter period differs from that now in effect, please provide evidence that the board has ratified the use of the Transportation Policy during the next charter period.

- ❑ Enrollment and Retention Targets Plan (Exhibit 17). Specifically, describe the means by which the school will meet or exceed enrollment and retention targets for students with disabilities, English language learners, and students who are eligible applicants for the free and reduced price lunch program. The description might include such recruitment strategies as outreach to parents in the community for whom English is not their primary language, to parents of students with disabilities, and to parents of students who would qualify for free or reduced-price lunch; enrollment set-asides the school might use to increase enrollment of targeted, at risk students; and methods for evaluating the efficacy of the school's recruitment and enrollment efforts during the term of the charter. Retention target attainment strategies might include specific programmatic elements at the school that will assist in retaining the three target populations. Updated information about enrollment and retention targets can be found at: http://www.p12.nysed.gov/psc/enrollment-retention-targets.html

Templates for Selected Required Appendices

Appendix A: Application for Charter Renewal Certification Statement

Charter School Name	
School Location (City/Town/Borough if NYC)	
Date School Opened	
Charter Term History (list terms of initial and all renewal current charters)	
Current Enrollment	
Charter Maximum Enrollment*	
Charter District(s) or Region* or Community School District if NYC	
Charter Grade Span*	
Current Grades Served *	
District(s) Served or Community School Districts if NYC	
*Maximum enrollment, grade span, and district(s) or region for which the school is chartered.	

I hereby certify that the information submitted in this Application for Charter Renewal is true to the best of my knowledge and belief; that this application has been approved by the school's Board of Trustees; and that, if awarded a renewed charter, the school shall continue to be open to all students on a space available basis, and shall not discriminate on the basis of race, color, national origin, creed, sex, ethnicity, sexual orientation, mental or physical disability, age, ancestry, athletic performance, special need, or proficiency in the English language, and academic achievement. This is a true statement, made under the penalties of perjury.

Signature of Chair of Board of Trustees (or designated signatory)	
Date	
Print/Type Name	
Title (if designated)	
Date of approval by Board of Trustees	

Appendix B: Performance Goals Evidence (Expand as necessary.)

Academic Goals Table

Evidence of Attainment of Academic Goals during Current Charter Term			
Academic goal or objective	Measure used to evaluate progress toward attainment of goal or objective	Progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective

Organizational Goals Table

Evidence of Attainment of Organizational Goals during Current Charter Term			
Organizational goal or objective	Measure used to evaluate progress toward attainment of goal or objective	Progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective

Financial Goals Table

Evidence of Attainment of Financial Goals during Current Charter Term			
Financial goal or objective	Measure used to evaluate progress toward attainment of goal or objective	Progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective

Charter-Specific Goals Table

Evidence of Attainment of Financial Goals during Current Charter Term			
Financial goal or objective	Measure used to evaluate progress toward attainment of goal or objective	Progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective

Appendix C: Enrollment of Students with Special Needs

List the number of special education students, number of students receiving services under Section 504 of the Rehabilitation Act (Section 504), and number of students identified as English language learners (ELL) for each year it is available for the current charter term.

School Year	Year 1 20__	Year 2 20__	Year 3 20__	Year 4 20__
Student Enrollment				
Special Education				
Section 504				
English Language Learners				
Total School Enrollment				

Appendix D: School Organizational Chart

Provide an organizational chart, including names and titles of school leaders.

Appendix E: Evaluation form(s) for the school leader

Include any standard forms used for evaluation of the performance of the school leader.

Appendix F: Staffing and Staff Turnover

List the following information for each year of the current charter period: number of administrators, teachers, and other staff (actual number and FTEs) and number of departures of administrators, teachers, and other staff, during and at the end of each school year. Provide a brief explanation of administrator and teacher departures.

School Year	Year 1 20__	Year 2 20__	Year 3 20__	Year 4 20__
Administrators				
Number and FTEs				
Departures during school year				
Departures at end of school year				
Explanation:				
Teachers				
Number and FTEs				
Departures during school year				
Departures at end of school year				
Explanation:				
Other Staff				
Number and FTEs				
Departures during school year				
Departures at end of school year				
Explanation:				

Appendix G: Board of Trustees Membership Table

List the board membership and the number of board members joining and leaving the board in each school year of the current charter period.

Current Board Members					
Trustee Name	**Trustee Email Address**	**Position on the Board (e.g., Officers or constituent representatives)**	**Voting (Yes/ No)**	**Committee affiliation(s)**	**Number of terms served and length of each, including date of election and expiration**
Total Members joining the board during charter term					
Total Members departing the board during charter term					

Appendix H – O: Additional Appendices

Include these Appendices as applicable.