2016-2017 Sponsor Evaluations (Quality Component)
Critical Area B: Application Process and Decision-Making

Office of Community Schools · March 2017
Quality Practices Component

Six Critical Areas:

• A – Commitment and Capacity
• B – Application Process and Decision-Making
• C – Performance Contracting
• D – Oversight and Evaluation
• E – Termination and Renewal Decision-Making
• F – Technical Assistance
Critical Area B
Application Process and Decision-Making
B. Application Process and Decision-Making

• ALL sponsors will be evaluated on this critical area
• Including sponsors with an *Ineffective* rating
• Including sponsors that do not intend to take on additional schools.
B. Application Process and Decision-Making

Critical Area Evaluates:

• Application process
• Rigorous criteria for all types of applications
• Application reviewers and their training
• Application decision-making
B. Application Process and Decision-Making

6 Standards:

• B.01 – Application Process, Timeline and Directions
• B.02 – Rigorous Criteria for New Schools
• B.03 – Rigorous Criteria for Replicators and Schools Seeking a Change in Sponsor
• B.04 – Reviewer Expertise
• B.05 – Reviewer Protocols
• B.06 – Rigorous Decision-Making
The sponsor uses a documented, systematic application process that includes a defined development timeline, clear directions, detailed guidance, defined evaluation criteria, and an interview.
B.01 – Application Process, Timeline, and Directions

Key Indicators

• The application and related guidance include the following documented components:
  o A timeline that allows for a planning stage of six months or more
  o Directions on the content and format required
  o Criteria used to evaluate the application
  o An interview for final school applicants

• The application is readily available to the public.
B.01 – Application Process, Timeline, and Directions: The sponsor uses a documented, systematic application process that includes a defined development timeline, clear directions, detailed guidance, defined evaluation criteria, and an interview.

Key Indicators:
- The application and related guidance include the following documented components:
  - A timeline that allows for a planning stage of six months or more
  - Directions on the content and format required
  - Criteria used to evaluate the application
  - An interview for final school applicants
- The application is readily available to the public.

FAILURE OF THE SPONSOR TO SUBMIT EVIDENCE OF A FORMAL APPLICATION PROCESS WILL RESULT IN THE SPONSOR RECEIVING 0 POINTS FOR THIS STANDARD.

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<thead>
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<th>1 Point</th>
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</table>
| There is a documented application process, which includes one or fewer of the following:  
- a defined timeline  
- vague requirements for the submission of the application  
- vague criteria used to evaluate the application  
- an interview of final applicants | There is a documented application process, which includes at least two of the following:  
- a defined timeline  
- vague requirements for the submission of the application  
- vague criteria used to evaluate the application  
- an interview of final applicants | There is a documented application process, which includes all of the following:  
- a defined timeline, which includes a planning stage of at least 6 months  
- vague requirements for the submission of the application  
- vague criteria used to evaluate the application  
- an interview of final applicants  
- public availability on the organization’s website | There is a documented, systematic application process, which includes all of the following:  
- a defined timeline, which includes a planning stage of at least 9 months  
- prescriptive requirements for the submission of the application  
- prescriptive criteria used to evaluate the application  
- sponsoring priorities  
- an interview of final applicants  
- public availability on the organization’s website |
### B. Application Process & Decision-Making

<table>
<thead>
<tr>
<th>Quality Rubric Standard</th>
<th>Examples of Relevant Documents</th>
<th>Examples of Unacceptable Documents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>B.01 – Application Process, Timeline and Directions</strong></td>
<td>- Application for new schools</td>
<td>- Student enrollment applications</td>
</tr>
<tr>
<td>The sponsor uses a documented, systematic application process that includes a defined development timeline, clear directions, detailed guidance, defined evaluation criteria, and an interview.</td>
<td>- Guidance documents on application process</td>
<td>- School grant applications</td>
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<tr>
<td></td>
<td>- Scoring guidelines and/or evaluation criteria</td>
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<td>- Directions for submission of application</td>
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<td>- Interview information and/or interview questions</td>
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<td>- Screenshot of website or link to application template and application guidance</td>
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<tr>
<td><strong>B.02 – Rigorous Criteria for New Schools</strong></td>
<td>- Application template for new school applicants</td>
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</tr>
<tr>
<td>The sponsor requires school applicants to describe seven areas of school planning and operations and to submit additional data and documents that sufficiently corroborate these plans.</td>
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</tr>
<tr>
<td><strong>B.03 – Rigorous Criteria for Replicators and Schools Seeking a Change in Sponsor</strong></td>
<td>- Application criteria and/or request for documentation for school replicators</td>
<td>- Application for new schools, with no additional requirements or sections for school replicators or schools seeking a change in sponsor</td>
</tr>
<tr>
<td>The sponsor requires potential replicators and schools seeking a change in sponsor to submit a written application. The sponsor considers academic, operational, and fiscal data in addition to interviewing the applicant and its current sponsor.</td>
<td>- Application criteria and/or request for documentation for schools seeking a change in sponsor</td>
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<tr>
<td><strong>B.04 – Reviewer Expertise</strong></td>
<td>- List of application review team members</td>
<td>- School personnel résumés</td>
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<tr>
<td>The sponsor has an application review team with sufficient expertise and sponsoring experience to make informed application decisions.</td>
<td>- Résumés and/or bios for application reviewers, which specify relevant responsibilities and dates of service</td>
<td>- Résumés and/or bios that do not clearly indicate reviewers’ relevant responsibilities from current and previous positions</td>
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<td>- Résumés and/or bios that do not indicate dates of positions held</td>
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# B.01 – Application Process, Timeline, and Directions

## Documentation Guidance:

### B. Application Process & Decision-Making

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- Guidance documents on application process  
- Scoring guidelines and/or evaluation criteria  
- Directions for submission of application  
- Interview information and/or interview questions  
- Screenshot of website or link to application template and application guidance | - Student enrollment applications  
- School grant applications |

The sponsor uses a documented, systematic application process that includes a defined development timeline, clear directions, detailed guidance, defined evaluation criteria, and an interview.
B.02 – Rigorous Criteria for New Schools

The sponsor requires school applicants to describe seven areas of school planning and operations and to submit additional data and documents that sufficiently corroborate these plans.
B.02 – Rigorous Criteria for New Schools

Key Indicators

• All school applicants must present information about the following:
  o Mission and vision
  o Educational program
  o Staffing plan
  o Business plan
  o Market research
  o Governance and management structures
  o Capacity to execute its plan
B.02 – Rigorous Criteria for New Schools

B.02 – Rigorous Criteria for New Schools: The sponsor requires school applicants to describe seven areas of school planning and operations and to submit additional data and documents that sufficiently corroborate these plans.

Key Indicators:
- All school applicants must present information about the following:
  - Mission and vision
  - Educational program
  - Staffing plan
  - Business plan
  - Market research
  - Governance and management structures
  - Capacity to execute its plan

**FAILURE OF THE SPONSOR TO SUBMIT A WRITTEN APPLICATION THAT REQUIRES SCHOOL APPLICANTS TO DESCRIBE AT LEAST ONE OF THE SEVEN ITEMS BELOW WILL RESULT IN THE SPONSOR RECEIVING 0 POINTS FOR THIS STANDARD.**

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<td>The submitted application requires school applicants to describe one or two of the following: - mission and vision - education plan - staffing plan - business plan - market research - governance and management structures - the capacity to execute its plan</td>
<td>The submitted application requires school applicants to describe three or four of the following: - mission and vision - education plan - staffing plan - business plan - market research - governance and management structures - the capacity to execute its plan</td>
<td>The submitted application requires applicants to describe five or six of the following: - mission and vision - education plan - staffing plan - business plan - market research - governance and management structures - the capacity to execute its plan</td>
<td>The submitted application requires applicants to describe all of the following: - mission and vision - education plan - staffing plan - business plan - market research - governance and management structures - the capacity to execute its plan</td>
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B.02 – Rigorous Criteria for New Schools

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<td>documents that sufficiently corroborate these</td>
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<td>plans.</td>
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B.03 – Rigorous Criteria for Replicators and Schools Seeking a Change in Sponsor

The sponsor requires potential replicators and schools seeking a change in sponsor to submit a written application. The sponsor considers academic, operational, and fiscal data in addition to interviewing the applicant and its current sponsor.
B.03 – Rigorous Criteria for Replicators and Schools Seeking a Change in Sponsor

Key Indicators

• For replicators:
  • Sponsors review the following information:
    o Academic data
    o Sponsor's compliance reports
    o School's board meeting minutes
    o Financial records, including recent audits
    o Business or growth plan and market research
  • The sponsor also interviews both the applicant and applicant's current sponsor.
Key Indicators

For schools seeking a change in sponsor:

• Sponsors review the following information:
  o Academic data
  o Sponsor's compliance reports
  o School's board meeting minutes
  o Financial records, including recent audits
  o Provide information about how it has remedied any deficiency cited by the current sponsor

• The sponsor also interviews both the applicant and the applicant's current sponsor.
B.03 – Rigorous Criteria for Replicators and Schools Seeking a Change in Sponsor

B.03 – Rigorous Criteria for Replicators and Schools Seeking a Change in Sponsor: The sponsor requires potential replicators and schools seeking a change in sponsor to submit a written application. The sponsor considers academic, operational, and fiscal data in addition to interviewing the applicant and its current sponsor.

Key Indicators:
- For replicators:
  - Sponsors review the following information:
    - Academic data
    - Sponsor’s compliance reports
    - School board meeting minutes
    - Financial records, including recent audits
    - Business or growth plan and market research
    - The sponsor also interviews both the applicant and applicant’s current sponsor.
- For schools seeking a change in sponsor:
  - Sponsors review the following information:
    - Academic data
    - Sponsor’s compliance reports
    - School board meeting minutes
    - Financial records, including recent audits
    - Provide information about how it has remedied any deficiency cited by the current sponsor
    - The sponsor also interviews both the applicant and the applicant’s current sponsor.

Failure of the sponsor to submit a process for reviewing school replicator applicants or schools seeking a change in sponsor will result in the sponsor receiving 0 points for this standard.

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<td>The sponsor submitted evidence that it requires both potential school replicators and schools seeking a change in Sponsor to submit a written application.</td>
<td>3 Point Requirements — and — The application process for replicators and schools seeking a change in Sponsor includes a review of the following: academic data, sponsor’s compliance reports, financial records, recent audit reports, for replicators, a business or growth plan and market research.</td>
<td>3 Point Requirements — and — The sponsor’s submitted review process includes interviewing the current sponsor of the applicant and, the sponsor’s submitted review process includes interviewing the school applicant.</td>
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B.03 – Rigorous Criteria for Replicators and Schools Seeking a Change in Sponsor

**B.03 – Rigorous Criteria for Replicators and Schools Seeking a Change in Sponsor:** The sponsor requires potential replicators and schools seeking a change in sponsor to submit a written application. The sponsor considers academic, operational, and fiscal data in addition to interviewing the applicant and its current sponsor.

**FAILURE OF THE SPONSOR TO SUBMIT A PROCESS FOR REVIEWING SCHOOL REPLICATOR APPLICANTS OR SCHOOLS SEEKING A CHANGE IN SPONSOR WILL RESULT IN THE SPONSOR RECEIVING 0 POINTS FOR THIS STANDARD.**

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- academic data  
- sponsor's compliance reports  
- financial records  
- recent audit reports  
- for replicators: a business or growth plan and market research  
- for schools seeking a change a change in sponsor: any deficiencies cited by the current sponsor, along with the school's remedies | 3-Point Requirements —and— The sponsor's submitted review process includes interviewing the current sponsor of the applicant —and—  
The sponsor’s submitted review process includes interviewing the school applicant. |
B.03 – Rigorous Criteria for Replicators and Schools Seeking a Change in Sponsor

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- Interview information and/or interview questions | - Application for new schools, with no additional requirements or sections for school replicators or schools seeking a change in sponsor |
The sponsor has an application review team with sufficient expertise and sponsoring experience to make informed application decisions.
**B.04 – Reviewer Expertise**

**Key Indicators**

- The sponsor's application review team is comprised of multiple reviewers, including external sources when there are not enough sponsor staff members who are available and/or possess the necessary expertise.

- Résumés and/or bios demonstrate that at least one application reviewer has several years of community school and/or sponsoring experience.
The sponsor's review team has expertise in the four main areas of school planning and operations: education plan, governance, finance, and accountability. If an application includes an area of specialization (e.g. career-technical program, dropout recovery program), at least one reviewer has expertise in that area.
B.04 – Reviewer Expertise

**B.04 – Reviewer Expertise:** The sponsor has an application review team with sufficient expertise and sponsoring experience to make informed application decisions.

**Key Indicators:**
- The sponsor’s application review team is comprised of multiple reviewers, including external sources when there are not enough sponsor staff members who are available and/or possess the necessary expertise.
- Résumés and/or bios demonstrate that at least one application reviewer has several years of community school and/or sponsoring experience.
- The sponsor’s review team has expertise in the four main areas of school planning and operations: education plan, governance, finance, and accountability. If an application includes an area of specialization (e.g., career-technical program, dropout recovery program), at least one reviewer has expertise in that area.

**Failure of the Sponsor to Submit Evidence of Having an Application Review Team Will Result in the Sponsor Receiving 0 Points for This Standard.**

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<tr>
<td>The sponsor submitted evidence of having at least three application reviewers.</td>
<td>1-Point Requirements—and—The sponsor has at least one reviewer with one or more years of community school and/or sponsoring experience—and—Reviewers have expertise in at least two of the four listed areas of school planning and operations: - education plan - governance - finance - accountability</td>
<td>2-Point Requirements—and—The sponsor has at least one reviewer with two or more years of community school and/or sponsoring experience—and—Reviewers have expertise in all four of the listed areas of school planning and operations: - education plan - governance - finance - accountability—and—If the sponsor receives an application that proposes an area of specialization, at least one reviewer has expertise in that area.</td>
<td>3-Point Requirements—and—The sponsor has at least two reviewers with three or more years of experience in sponsoring community schools.</td>
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**B.04 – Reviewer Expertise**

The sponsor has an application review team with sufficient expertise and sponsoring experience to make informed application decisions.

**FAILURE OF THE SPONSOR TO SUBMIT EVIDENCE OF HAVING AN APPLICATION REVIEW TEAM WILL RESULT IN THE SPONSOR RECEIVING 0 POINTS FOR THIS STANDARD.**

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| **The sponsor submitted evidence of having at least three application reviewers.** | 1-Point Requirements –and– The sponsor has at least one reviewer with one or more years of community school and/or sponsoring experience –and– Reviewers have expertise in at least two of the four listed areas of school planning and operations:  
- education plan  
- governance  
- finance  
- accountability | 2-Point Requirements –and– The sponsor has at least one reviewer with two or more years of community school and/or sponsoring experience –and– Reviewers have expertise in all four of the listed areas of school planning and operations:  
- education plan  
- governance  
- finance  
- accountability | 3-Point Requirements –and– The sponsor has at least two reviewers with three or more years of experience in sponsoring community schools. |
# B.04 – Reviewer Expertise

## Documentation Guidance:

### B. Application Process & Decision-Making

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| **B.04 – Reviewer Expertise**  
*The sponsor has an application review team with sufficient expertise and sponsoring experience to make informed application decisions.* | - List of application review team members  
- Résumés and/or bios for application reviewers, which specify relevant responsibilities and dates of service | - School personnel résumés  
- Résumés and/or bios that do not clearly indicate reviewers’ relevant responsibilities from current and previous positions  
- Résumés and/or bios that do not indicate dates of positions held |
Reviewers carefully and consistently examine application materials.
Key Indicators

• The sponsor has specific protocols for evaluating applications which include a rubric with selection criteria.

• The protocols require each reviewer to score and document the rating for each selection criteria.

• Reviewers are trained on the protocols prior to reviewing applications.
B.05 – Reviewer Protocols

**Key Indicators:**
- The sponsor has specific protocols for evaluating applications which include a rubric with selection criteria.
- The protocols require each reviewer to score and document the rating for each selection criteria.
- Reviewers are trained on the protocols prior to reviewing applications.

**FAILURE OF THE SPONSOR TO SUBMIT PROTOCOLS FOR EVALUATING APPLICATIONS OR EVIDENCE THAT REVIEWERS RECEIVE TRAINING ON THE PROTOCOLS WILL RESULT IN THE SPONSOR RECEIVING 0 POINTS FOR THIS STANDARD.**

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<tbody>
<tr>
<td>The sponsor submitted evidence of written protocols for evaluating applications — or — There is some evidence that reviewers receive training on the protocols.</td>
<td>The sponsor submitted evidence of detailed written protocols for evaluating applications — and — There is some evidence that reviewers receive training on the protocols.</td>
<td>The sponsor’s submitted detailed written protocols for evaluating applications, which include a rubric with selection criteria and require each reviewer to score and document the rating for each selection criteria — and — New reviewers receive training on the protocols.</td>
<td>3-Point Requirements — and — The sponsor submitted evidence of reviewer calibration — and — All reviewers receive training on the protocols annually.</td>
</tr>
</tbody>
</table>

**Optional:** The sponsor may submit a narrative explanation of how the submitted documents support the sponsor’s practice as it pertains to this standard. Evaluators may use narrative explanations in the scoring process if they are substantiated by documentary evidence.

**SPONSORS THAT DID NOT RECEIVE ANY APPLICATIONS DURING THE 2016-17 SCHOOL YEAR MUST UPLOAD A MEMO STATING THAT A PORTION OF THE STANDARD IS NOT APPLICABLE AND WHY. THE DEPARTMENT MAY SUPPLY THE EVALUATION TEAM WITH CORROBORATING INFORMATION.**

☐ Evaluators: Check this box if the sponsor did not receive any applications during the 2016-17 school year. Such sponsors are evaluated only on the application review protocols and training portion of this standard.
Optional: The sponsor may submit a narrative explanation of how the submitted documents support the sponsor’s practice as it pertains to this standard. Evaluators may use narrative explanations in the scoring process if they are substantiated by documentary evidence.
B.05 – Reviewer Protocols

If a Portion of the Standard is Non-Applicable (NA)

Sponsors that did not receive any applications during the 2016-17 school year must upload a memo stating that a portion of the standard is not applicable and why. The Department may supply the evaluation team with corroborating information.
# B.05 – Reviewer Protocols

## Documentation Guidance:

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| B.05 – Reviewer Protocols  
Reviewers carefully and consistently examine application materials. | - Protocols and/or procedures for application evaluation  
- Scoring criteria and/or application rubric  
- Attendance sheets and/or materials used to train reviewers  
- List of application review team members with start years | - Emails from sponsor to reviewers regarding application review team meeting logistics |
B.06 – Rigorous Decision-Making

The sponsor approves only those applicants that meet an approval threshold of at least 75% of possible points.
B.06 – Rigorous Decision-Making

Key Indicators

• Reviewers document evidence to support whether the applicant meets the selection criteria.

• The sponsor approves only those applicants that earn at least 75% of possible points.

• The sponsor’s staff provide evidence-based recommendations to the sponsor’s board regarding application decisions.
B.06 – Rigorous Decision-Making

The sponsor approves only those applicants that meet an approval threshold of at least 75% of possible points.

Key Indicators:
- Reviewers document evidence to support whether the applicant meets the selection criteria.
- The sponsor approves only those applicants that earn at least 75% of possible points.
- The sponsor’s staff provide evidence-based recommendations to the sponsor’s board regarding application decisions.

Failure of the sponsor to submit evidence of reviewing the applications of schools that were given preliminary agreements during the review year will result in the sponsor receiving 0 points for this standard.

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<td>The documentation submitted by the sponsor demonstrates reviewers do not cite evidence to support whether the applicant meets the selection criteria.</td>
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<td>Sponsor submitted evidence that at least one school applicant receiving a preliminary agreement earned fewer than 50% of possible points.</td>
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Optional: The sponsor may submit a narrative explanation of how the submitted documents support the sponsor’s practice as it pertains to this standard. Evaluators may use narrative explanations in the scoring process if they are substantiated by documentary evidence.

Sponsors that did not receive any applications during the 2016-17 school year must upload a memo stating that the standard is not applicable and why. The department may supply the evaluation team with corroborating information.

☐ Evaluators: Check this box if the sponsor did not receive any applications during the 2016-17 school year. Such sponsors are not evaluated on this standard.
B.06 – Rigorous Decision-Making

B.06 – Rigorous Decision-Making: The sponsor approves only those applicants that meet an approval threshold of at least 75% of possible points.

Key Indicators:
- Reviewers document evidence to support whether the applicant meets the selection criteria.
- The sponsor approves only those applicants that earn at least 75% of possible points.
- The sponsor’s staff provide evidence-based recommendations to the sponsor’s board regarding application decisions.

FAILURE OF THE SPONSOR TO SUBMIT EVIDENCE OF REVIEWING THE APPLICATIONS OF SCHOOLS THAT WERE GIVEN PRELIMINARY AGREEMENTS DURING THE REVIEW YEAR WILL RESULT IN THE SPONSOR RECEIVING 0 POINTS FOR THIS STANDARD.

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<td>The documentation submitted by the sponsor demonstrates reviewers cite evidence to support whether the applicant meets each selection criterion —and— Sponsor submitted evidence that all school applicants receiving a preliminary agreement earned at least 66% of possible points.</td>
<td>The documentation submitted by the sponsor demonstrates reviewers cite evidence to support whether the applicant meets each selection criterion —and— Sponsor submitted evidence that all school applicants receiving a preliminary agreement earned at least 75% of possible points —and— The sponsor submitted evidence that its staff provides evidence-based recommendations to the sponsor’s board regarding application decisions.</td>
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<td>The documentation submitted by the sponsor demonstrates reviewers do not cite evidence to support whether the applicant meets the selection criteria —or— Sponsor submitted evidence that at least one school applicant receiving a preliminary agreement earned fewer than 50% of possible points.</td>
<td>The documentation submitted by the sponsor demonstrates reviewers cite some evidence to support whether the applicant meets the selection criteria —and— Sponsor submitted evidence that all school applicants receiving a preliminary agreement earned at least 50% of possible points.</td>
<td>The documentation submitted by the sponsor demonstrates reviewers cite evidence to support whether the applicant meets each selection criterion —and— Sponsor submitted evidence that all school applicants receiving a preliminary agreement earned at least 66% of possible points.</td>
<td>The documentation submitted by the sponsor demonstrates reviewers cite evidence to support whether the applicant meets each selection criterion —and— Sponsor submitted evidence that all school applicants receiving a preliminary agreement earned at least 75% of possible points —and— The sponsor submitted evidence that its staff provides evidence-based recommendations to the sponsor’s board regarding application decisions.</td>
</tr>
</tbody>
</table>
Optional: The sponsor may submit a narrative explanation of how the submitted documents support the sponsor’s practice as it pertains to this standard. Evaluators may use narrative explanations in the scoring process if they are substantiated by documentary evidence.
B.06 – Rigorous Decision-Making

If the Standard is Non-Applicable (NA)

Sponsors that did not receive any applications during the 2016-17 school year must upload a memo stating that the standard is not applicable and why. The Department may supply the evaluation team with corroborating information.
## B.06 – Rigorous Decision-Making

### Documentation Guidance:

<table>
<thead>
<tr>
<th>Quality Rubric Standard</th>
<th>Examples of Relevant Documents</th>
<th>Examples of Unacceptable Documents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>B.06 – Rigorous Decision-Making</strong>&lt;br&gt;The sponsor approves only those applicants that meet an approval threshold of at least 75 percent of possible points.</td>
<td>- Applications received from new school applicants, replicator applicants, and/or schools seeking a change in sponsor during the 2016-2017 school year&lt;br&gt;- Scoring documents, comments, and/or completed checklists or rubrics for each application received during the 2016-2017 school year&lt;br&gt;- Evidence of final decisions made for each application</td>
<td>- Application materials or decisions made before July 1, 2016</td>
</tr>
</tbody>
</table>
B. Application Process and Decision-Making

• Uses a documented, systematic application process

• Requires school applicants to describe the seven areas of school planning and operations

• Requires potential replicators and schools seeking a change in sponsor to submit a written application and participate in an interview
B. Application Process and Decision-Making

• Has an application review team with sufficient expertise and sponsoring experience

• Ensures that its reviewers carefully and consistently examine application materials

• Approves only those applicants that meet an approval threshold of at least 75% of possible points.
2016-17 Evaluation Document Submission

Document submission window in Epicenter:

• Quality Practice: February 3 – April 30
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