Launching the Next Generation of High Quality Charter Management Organizations (CMOs)

PRESENTERS:
- **James Merriman**, NYC Charter School Center
- **Jim Ford**, Replicating Quality Schools, NYC Charter School Center
- **Katie Duffy**, Democracy Prep Public Schools
- **Stephanie Mauterstock**, Manhattan Charter School
- **Cooper Westendarp**, PAVE Academy Charter School

2013 National Charter Schools Conference
July 2, 2013 | 2:15-3:30 p.m.
REPLICATION
The Answer to Every Problem
But Easier Said Than Done
Five Critical Questions Every Replicator Needs to Ask . . . and Answer

• What are you replicating?
  • Hint: Cloning yourself is not an acceptable answer

• Are you ready to replicate?

• What does quality mean to you?

• What will you control centrally and what will you allow your schools to decide—and are the answers you come up with different, or evolving, at different stages of growth?

• Do you have a business plan, defined strategy or process for planning and executing replication and growth?
Ideally Before You Replicate
One Way to Get Answers
The Replicating Quality Schools Program

• RQS is an intensive bi-weekly seminar over three months

• It requires a readiness assessment at the front-end and includes a readiness determination at the back end

• It gives would-be replicators access to senior staff at successful CMOs and consultants

• It culminates in completion of a business plan

• We will be offering it in four cities over the next two years
Discussion of Lessons Learned From Participants, Staff and Faculty
Lessons Learned from the Trenches

• What did you think your model was when you started? (What did you think you were replicating?)

• What did you find out about your readiness to replicate, your capacity to replicate, and your understanding of the time and commitment needed to replicate successfully?

• What are the key challenges you faced and lessons learned? (How have central vs. site based considerations played out – over time, starting with your first replication?)
Lessons Learned from the Trenches (cont’d)

• How are you building capacity / staffing for replication?

• What, if any, tensions have you encountered between innovation and the fidelity of your school design?

• What were the two / three key learning takeaways you got from RQS?

• Advice to those who are replicating?
Final Thoughts

• With size comes complexity and bureaucracy; countervailing ethos of service to the schools (rather than central office) must be nurtured

• There is no one right answer, but some answers are better than others

• As you grow you will centralize authority; accept it, plan for it and understand where your innovation will continue to come from

• The people who were great when you had one school may not be the people you will move forward with

• Replication’s only rationale should be the desire and ability to serve more students well (and perhaps a broader variety of them).
Resources

• Assessment and Planning Tools:
  – The RQS Readiness Self-Assessment Rubric:
    https://www.dropbox.com/s/ism83zgg32s7ah9/IK%20JF%20FINAL%20NOLA%20Readiness%20Self%20Assessment%20Rubric%20IDK%5B1%5D.docx
  – The Homework Rubric:
    https://www.dropbox.com/s/e2ypimio8ehvay1/52513%20Homework%20Rubric.docx
  – Business Plan Guidance Resources
    • SUNY Charter School Institute:
      https://www.dropbox.com/s/zm47oobdrdysbnk/PreliminarySeptember2013RFP-FINAL.docx
    • CPS:
    • CSGF Business Planning Tool:
      https://www.dropbox.com/s/wmhe9m1x69jq8c7/CSGF%20business_plan_submission_requirements-1%5B3%5D.doc

• RQS – Partnerships and Audit Opportunities
  – www.nyccharterschools.org