

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
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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/ism83zqqg32s7ah9/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:
<https://www.dropbox.com/s/tp91737gaq4oh4k/CPS%20Business%20Plan%20Guide%20Final-2.docx>
 - 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