

FERRIS STATE  
UNIVERSITY

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CHARTER SCHOOLS OFFICE

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# Public School Academy Charter Application

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## PUBLIC SCHOOL ACADEMY CHARTER APPLICATION

This application is designed to serve as the application to the FERRIS STATE UNIVERSITY CHARTER SCHOOLS OFFICE (CSO) for a public school academy pursuant to the Michigan School Code. The application will be used by CSO to determine whether to advance the proposal for further review. Charter school contracts are issued by the Ferris State University Board of Trustees on a competitive basis to highly qualified applicants.

The Public School Academy (PSA) Charter Application form offers an opportunity for the PSA Development Team to briefly outline their program components and objectives in short narrative form. Based on the strength and content of the application, the CSO may invite applicants to campus for a more comprehensive discussion of the application.

Acceptance of this application does not bind CSO to issue a contract to any person or entity. The CSO retains the right to approve some or none of the applications submitted. In addition, the CSO retains the right to: (i) alter these documents at any time, (ii) require the submission of additional materials, (iii) return incomplete applications, and/or (iv) make applications and names of applicant entity available to others in compliance with the Freedom of Information Act.

### Application Process

1. Complete the Application Form (Part 1):
  - attached application form by including a response to each category and item.
2. Complete the Application Finance Template (Part 2):
  - attached Excel spreadsheet
3. Submission:
  - Send your application materials by e-mail to: [charterschools@ferris.edu](mailto:charterschools@ferris.edu)  
Please cc the email to: [AndreaRuggles@ferris.edu](mailto:AndreaRuggles@ferris.edu)
  - The application materials submitted should include, but are not limited to, the following separate documents: 1) fill-in-the blank application titled “PSA Charter Application Part 1” (this document), 2) a separate document that includes answers to questions 1 – 30 in the Application Questionnaire portion of the application (pages 5, 6, and 7 of this document). All responses must be single-spaced, in 12-point font. Applicants are asked to adhere to all applicable page limitations. And finally, 3) the Excel spreadsheet titled “Application Review Finance Template Part 2”.
4. Applicants will receive confirmation upon receipt of their application and will be notified of the application status within sixty (60) days of receipt.
5. Please contact FERRIS STATE UNIVERSITY CHARTER SCHOOLS OFFICE at (231) 591-5806 with questions.

## PUBLIC SCHOOL ACADEMY CHARTER APPLICATION

### Application Cover Sheet

Name of Proposed Public School Academy: [Click or tap here to enter text.](#)

Primary Contact Person/Role: [Click or tap here to enter text.](#)

Address: [Click or tap here to enter text.](#)

City/State/Zip: [Click or tap here to enter text.](#)

Daytime Phone: [Click or tap here to enter text.](#) Evening/Mobile: [Click or tap here to enter text.](#)

E-Mail Address: [Click or tap here to enter text.](#)

Brief Description of Proposed Academy (for media distribution): [Click or tap here to enter text.](#)

Proposed Grades: [Click or tap here to enter text.](#) Target Enrollment Numbers (Opening Year): [Click or tap here to enter text.](#)

Proposed Academy Location/Address: [Click or tap here to enter text.](#)

Local School District in which academy will be located: [Click or tap here to enter text.](#)

Intermediate School District in which academy will be located: [Click or tap here to enter text.](#)

Location is: ☐ Metro ☐ Major Urban ☐ Suburban ☐ Small Town ☐ Rural

Name of Educational Service Provider or proposed provider, if applicable: [Click or tap here to enter text.](#)

Indicate if proposed academy currently operates as a traditional, private, or charter school: [Click or tap here to enter text.](#)

If currently operating as a charter school, list authorizer: [Click or tap here to enter text.](#)

List the other authorizers whose consideration you are currently seeking with this proposal: [Click or tap here to enter text.](#)

I hereby certify the information in the application is complete and accurate to the best of my knowledge and acknowledge my obligation to inform Ferris State University Charter Schools Office of any material changes.

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Signature of Board Candidate

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Date

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Signature of Application Preparer

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Date

PUBLIC SCHOOL ACADEMY CHARTER APPLICATION

Agreement to Comply with Applicable Laws

Pursuant to MCL 380.502(3) (h), the following Agreement is required for this Application and must be executed by the Applicant on behalf of the proposed charter school.

In accordance with MCL 380.502(3) (h), I/we hereby certify and agree that [Click or tap here to enter text.](#), a public school academy proposed to be authorized pursuant to the Michigan School Code, will comply with all provisions of the Code and with all other state and federal laws applicable to public bodies or school districts.

\_\_\_\_\_  
Signature of Board Candidate

\_\_\_\_\_  
Date

Note: A public school academy shall be organized as a public, non-profit corporation (with bylaws) as directed in Section 380.502 of the Michigan School Code (revised).

## PUBLIC SCHOOL ACADEMY CHARTER APPLICATION

### Assurances Page

By checking the boxes and signing below, the Applicant indicates understanding and intent to comply with the following pertinent statutory and regulatory requirements. Additional information about the Academy Development Team's strategies and methods for compliance will be explored in greater detail should the CSO Review Team decide to move the application forward for further consideration.

☐ The proposed Academy is not affiliated with any religious organization or entity.

☐ The Applicant acknowledges and certifies that it will comply with all Michigan School Code requirements related to admissions and enrollment; specifically:

- The proposed academy is prohibited from charging tuition.
- The proposed academy cannot discriminate on the basis of intellectual or athletic ability, measures of achievement or aptitude, status as a disabled person, or any other basis not currently permitted by law or School Code.
- The proposed academy can limit admissions to students within a particular range of age or grade level currently permitted by law.
- The students must be residents of the state of Michigan.
- Admissions must be open to students on a state-wide basis.
- The proposed academy will utilize a lottery to admit students when demand exceeds capacity.

☐ The proposed charter school is incorporated/will incorporate as a public nonprofit corporation pursuant to the laws of the State of Michigan, and is prepared to submit its articles of incorporation as registered in LARA.

☐ To the extent applicable, the proposed public school academy will administer all assessments required by State law including instruments developed under Section 1279 for a state-endorsed high school diploma.

☐ The proposed academy will obtain and submit all necessary fire, health and safety approvals required by the Michigan School Code and other applicable law.

I hereby certify that the Applicant understands and will comply with all of the above-checked statutory and regulatory requirements within the timeframes specified by law and by the authorizing contract.

Signature of Board Candidate

Date

## PUBLIC SCHOOL ACADEMY CHARTER APPLICATION

### Application Questionnaire

Please respond to the questions below in a separate document. Please answer in a concise narrative form, adhering to the page limitations specified. Narrative responses must be single-spaced, in 12-point font.

#### Assessment of Community Need

Limit response to three pages.

1. Describe the characteristics, population and unmet educational needs of the community where the proposed public school academy will be located, paying particular attention to the impetus for and level of interest in the school. Where possible, detail any objective market research, surveys, or other measures of local demand for the proposed public school academy.
2. List and describe the existing schools (public, private and parochial) serving the community within a three to five-mile mile radius of the proposed site of the academy and detail the characteristics that will set the proposed academy apart and attract students.

#### Student Population

Limit response to one page.

3. Detail the proposed grade levels and/or range of ages of students to be served, along with plans for future growth.
4. Describe the characteristics of the anticipated student population. Identify where these students are most likely currently being educated and describe why families might choose the proposed academy for their future educational needs.
5. Detail the proposed academy's anticipated enrollment in years one through five, projecting the minimum and maximum enrollment the school is prepared to serve in each year.

#### Educational Program

Limit response to four pages.

6. Describe the vision, mission and educational goals of the proposed public school academy.
7. Provide a general description of the curricula to be used and include appropriate Internet links.
8. Provide an overview of the instructional design and program to be emphasized by the academy, with particular emphasis on how this approach will enhance student achievement. Be sure to detail the research foundations for the educational approach(es) to be utilized, and describe why these approach(es) are most effective for the anticipated student population(s) to be served.
9. Describe any other services to be provided by the academy (e.g., Head Start, latchkey, extra-curricular activities, tutoring, computer training) and explain how these services will relate to and/or improve program quality.
10. Describe the ways in which the proposed academy will ensure high-quality services to students with special needs.

## **Attendance and Participation**

Limit response to two pages.

11. Specify the proposed academy's anticipated date of opening, and briefly describe the proposed school calendar and school day schedule.
12. Briefly describe the proposed academy's advertising and recruitment plans, paying particular attention to any early intervention and/or other retention strategies which will be employed to maximize retention.
13. Describe proposed methods for involving parents in the education of enrolled students.

## **Assessment and Evaluation**

Limit response to three pages.

14. Describe the assessment program and related strategies, detailing how results will be used to improve teaching and learning.
15. Describe the anticipated standards and/or measures of student achievement that students are expected to achieve.
16. Describe how the proposed curriculum will be evaluated.

## **Academy Development Team**

Limit response to three pages.

17. List the name(s), address(es), and role(s) of all principal organizer(s) Academy Development Team members of the proposed public school academy.
18. Briefly describe the strengths, experiences, and expected contributions of each member of the Academy Development Team.
19. Describe all outside contractual relationships, if any, necessary to ensure the establishment and effective operation of the proposed public school academy.
20. Briefly describe the anticipated staffing structure for the proposed academy.
21. Describe the process to be used to recruit, identify and hire teachers.
22. Describe the team's past efforts to obtain a charter, if any, and detail related outcomes.
23. Do any of the Development Team members intend to work at or be employed by the proposed academy upon opening? If so, please indicate who and in what capacity:

## **Facilities**

Limit response to three pages.

24. Provide a description of the physical facility, suitability of space and provisions for specialized space (if any).
25. Describe any purchase or leasing arrangements and/or construction or renovations that must occur to ensure adequate facilities. Include detailed information about the anticipated budget, costs and financing arrangements. Indicate the current stage of facility preparations including work that has been completed, and the estimated timeline for completion.
26. Describe proposed arrangement for transportation of students (if any).

## **Financial Information**

Limit response to two pages.

27. Detail all pre-operational costs, and describe the process and timeline for securing funds to ensure these costs will be met.
28. Indicate the total amount and sources of funds, property or other resources expected to be available through banks, lending institutions, corporations, foundations, grants, management company, etc. Note which are secured and which are anticipated and include evidence of firm commitments if possible. Detail plans for meeting financial needs if anticipated revenues are not received or are lower than the estimated budget.
29. Complete the attached Pre-Operational Budget Worksheet on page 9.

## **Conclusion**

Limit Response to three pages.

30. Present any other information you believe to be relevant or compelling in support of your application.

Any changes to this application or deviations from statements represented herein not approved by or made in consultation with the Ferris State University Charter Schools Office shall render the application and/or charter invalid.



### Board of Directors Candidates Provide the following:

- Names of five to seven Board candidates\*
- Title and/or occupation
- Place of employment
- Complete résumé for each applicant

**\*Applications with less than five Board candidates will be considered incomplete and will not be accepted**

Name: Click or tap here to enter text.  
Title/Occupation: Click or tap here to enter text.  
Employment: Click or tap here to enter text.

Name: Click or tap here to enter text.  
Title/Occupation: Click or tap here to enter text.  
Employment: Click or tap here to enter text.

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Name: Click or tap here to enter text.  
Title/Occupation: Click or tap here to enter text.  
Employment: Click or tap here to enter text.

## PUBLIC SCHOOL ACADEMY CHARTER APPLICATION

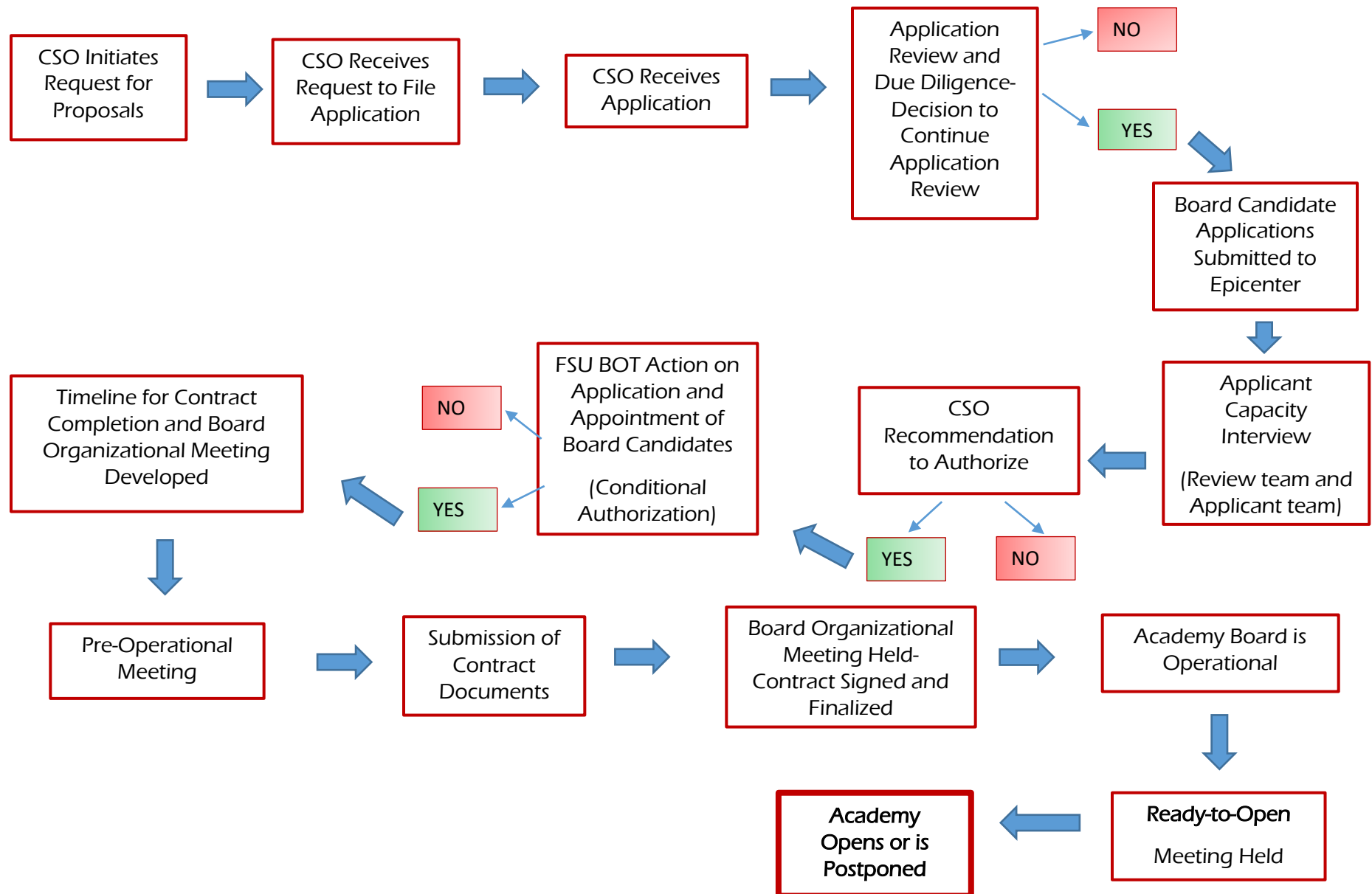
### Pre-Operational Budget Worksheet

A public school academy is likely to incur considerable costs before it receives its first State Aid payment. Prepare a budget projection that includes revenues and expenditures related to early planning and development costs that are anticipated between now and October of the first school year, and which are not likely to be covered by the school's first-year operating budget.

Revenues – Sources of Funding	Budget Amount	Specific Source
<b>Local Funding</b> Fundraisers and Contributions Local Foundation & Grant Support	\$Click or tap here to enter text. \$Click or tap here to enter text.	Click or tap here to enter text.
<b>State Funding</b> Start-Up Grants Other (list)	\$Click or tap here to enter text. \$Click or tap here to enter text.	Click or tap here to enter text.
<b>Federal Funding</b> Start-Up Grants Other (list)	\$Click or tap here to enter text. \$Click or tap here to enter text.	Click or tap here to enter text.
<b>Other Financing Sources</b> Lines of Credit Loans Other (list)	\$Click or tap here to enter text. \$Click or tap here to enter text. \$Click or tap here to enter text.	Click or tap here to enter text.
<b>TOTAL REVENUES AND OTHER SOURCES</b>	\$Click or tap here to enter text.	Click or tap here to enter text.

Expenditures	Budget Amount	Assumptions (e.g., "4 month lease @ \$500/month")
<b>Legal Fees</b>	\$Click or tap here to enter text.	Click or tap here to enter text.
<b>Accounting and Consultation Fees</b>	\$Click or tap here to enter text.	Click or tap here to enter text.
<b>Filing Fees</b>	\$Click or tap here to enter text.	Click or tap here to enter text.
<b>Fundraising Fees</b>	\$Click or tap here to enter text.	Click or tap here to enter text.
<b>Marketing (Including postage, printing)</b>	\$Click or tap here to enter text.	Click or tap here to enter text.
<b>Rent (Including office space, equipment)</b>	\$Click or tap here to enter text.	Click or tap here to enter text.
<b>Supplies</b>	\$Click or tap here to enter text.	Click or tap here to enter text.
<b>Utilities</b>	\$Click or tap here to enter text.	Click or tap here to enter text.
<b>Labor</b>	\$Click or tap here to enter text.	Click or tap here to enter text.
<b>Facility Preparation Costs</b>	\$Click or tap here to enter text.	Click or tap here to enter text.
<b>Other (unique start-up costs)</b>	\$Click or tap here to enter text.	Click or tap here to enter text.
<b>TOTAL EXPENDITURES</b>	\$Click or tap here to enter text.	Click or tap here to enter text.

## Application and Opening Protocol for a Public School Academy



## Public School Academy Charter Application and Opening Protocol Detail

### 1.0 Ferris State University Charter Schools Office (CSO) Opens Application Process

#### 2.0 CSO Receives Request to file application from Academy Development Team

- 2.1 Academy Development Team sends an e-mail notifying the Charter Schools Office of their intent to submit an application, along with the name and e-mail of the person submitting the application to: [charterschools@ferris.edu](mailto:charterschools@ferris.edu)
- 2.2 CSO issues an e-mail invitation from Epicenter (CSO's online collection system) to the submitter with instructions on how to set up an Epicenter account and submit the application.
- 2.3 Academy Development Team submitter submits the application electronically by the due date (30 days from issuance of Epicenter e-mail invitation) to Epicenter.

#### 3.0 CSO Receives Application

- 3.1 CSO receives application via email to [charterschools@ferris.edu](mailto:charterschools@ferris.edu).
- 3.2 CSO selects at the minimum of one outside/independent reviewer to join CSO Executive Leadership Team to form Review Team (RT).

#### 4.0 Application Review and Due Diligence

- 4.1 CSO sends electronic applications and scoring rubric to the RT for blind reviews.
- 4.2 Within two weeks of application receipt, RT meets to discuss merits of application and conducts/discusses due diligence.
  - 4.2.1 RT meets to determine if application moves forward.
  - 4.2.2 If RT makes determination to move application forward, RT develops questions and prepares for Applicant Capacity Interview. Applicant notified that Board Candidate applications are due in Epicenter.
  - 4.2.3 If RT makes determination to move application forward, the ESP Due Diligence Questionnaire is due in Epicenter.

#### 5.0 Academy Development Team Submits Board Candidate Applications via Epicenter

- 5.1 CSO receives Board Candidate applications and ESP Due Diligence Questionnaire via Epicenter.
  - 5.1.1 The CSO reviews Board Candidate applications and conducts background searches.
- 5.2 Review Team meets to review Board Candidate applications and searches.
  - 5.2.1 If RT makes determination to move applications forward, RT develops questions and prepares for *Applicant Capacity Interview*.

- 5.3 CSO schedules *Applicant Capacity Interview* when all Board Candidate applications, the ESP Due Diligence Questionnaire is received in Epicenter, and background checks have been completed and reviewed.
- 6.0 Review Team meets with Academy Development Team (Applicant Capacity Interview)**
  - 6.1 Applicant Capacity Interview held at Ferris State University.
  - 6.2 RT discusses Opening Protocol with Academy Development Team at this time.
  - 6.3 RT may request additional info or conduct additional site visits as a result of the Applicant Capacity Interview.
  - 6.4 RT determines recommendation of the application (timeline established by CSO).
    - 6.4.1 If additional due diligence/vetting is favorable, a recommendation made to the Ferris State University Board of Trustees (BOT).
    - 6.4.2 CSO Director notifies the Academy Development Team of RT preliminary decision.
- 7.0 BOT Approves or Disapproves Application and Appointment of Board Candidates**
  - 7.1 CSO Director notifies the Academy Development Team of the BOT decision via phone call and follow-up letter.
  - 7.2 CSO contacts Board candidates via letter.
- 8.0 The CSO Establishes Timeline for Contract Development and Board Organizational Meeting**
  - 8.1 Along with notification of Authorization by the BOT, the CSO establishes a date for completion of the charter contract and schedules Organizational Meeting of the Academy's Board.
- 9.0 CSO/Academy Development Team Pre-Operational Meeting**
  - 9.1 CSO schedules Pre-Operational Meeting (in person or by phone).
  - 9.2 RT discusses contract components with Academy Development Team.
- 10.0 Academy Development Team Submits Contract Documents via Epicenter**
  - 10.1 ELT members check submissions for clarity and accuracy with comparison to charter application.
- 11.0 Board Organizational Meeting Held/Contract Signing**
  - 11.1 Board Organizational Meeting held and Oaths of Office administered to Board members.
  - 11.2 Board signs contract once all components received and accepted by CSO.
  - 11.3 CSO sends completed contract to Michigan Department of Education no later than May 1<sup>st</sup>.
  - 11.4 CSO publishes contract on CSO website.

11.5 CSO establishes **Ready-to-Open (RTO)** meeting date six to eight weeks prior to anticipated opening.

**12.0 Academy Board is Operational**

12.1 CSO Board Liaison monitors Board activity and Epicenter submissions.

**13.0 Ready-to-Open Meeting**

13.1 See *Ready-to-Open Benchmarks and Meeting Protocol for New Charter Schools*.

**14.0 Academy Opens or is Postponed**

14.1 Academy must successfully complete RTO Benchmarks and be approved (in writing) for opening or notified of postponement by CSO Director.

**The Ferris State University Charter Schools Office  
reserves the right to terminate the application  
process at any time.**

## Ready-to-Open Benchmarks and Meeting Protocol For a New Public School Academy

The Ferris State University Charter Schools Office (FSU-CSO) is dedicated to working with academy development teams to ensure the timely and efficient opening of high quality, successful public school academies envisioned in the application process. The CSO views the pre-operational period as a crucial time in which the Academy is laying the foundation for future performance and success. Rushed openings with incomplete facilities, inadequate staff, or last-minute inspections prior to the start of the year are needlessly stressful for the organization and set a poor tone for the academic year. The CSO expects each of its authorized academies to demonstrate the operational capacity to ensure an on-time and highly efficient opening.

As such, the CSO is committed to working closely with the Academy Development Team throughout the planning period, culminating in a final **Ready-to-Open** (RTO) meeting six to eight weeks prior to the start of the Academy's first operational year. The RTO meeting will allow the Academy to demonstrate work that has been done, and will also serve as a checkpoint to ensure RTO benchmarks have been met.

**As the issuer of the charter school contract, Ferris State University reserves the right to the final determination as to whether or not the Academy will be ready-to-open its doors as a Michigan public school academy.** In the event that the Academy is unable to satisfy the RTO benchmarks, the opening of the Academy may be postponed by the CSO Director for one academic year in accordance with the authorizing resolution.

### Start-Up Process

Pre-operational oversight for FSU authorized academies is provided via a detailed checklist designed to assist new academies with organization and development in preparation for the RTO meeting described below. Progress in completing checklist activities is monitored by CSO staff through electronic submissions, meetings and/or phone conferences on a frequent basis. At the time of authorization by the Ferris State University Board of Trustees, the Academy will be assigned a Field Representative who will also serve as the liaison between the CSO and the Academy during the opening phase.

### Ready-to-Open Benchmarks

The RTO checklist consists of **eight benchmarks** of critical importance during the pre-operational period. In order to be granted clearance to open, the Academy must demonstrate the successful completion of each benchmark. The benchmarks are as follows:



## *Ready-to-Open Checklist*

*Deadlines: The following documentation must be on file with the CSO no later than **one week prior** to the RTO Meeting. The CSO Director may grant exceptions under extenuating circumstances; however, all such decisions are the prerogative of the CSO Director in collaboration with CSO staff, and in communication with the Academy Development Team personnel.*

1. **Enrollment** is sufficient to allow for financial viability and educational program integrity.
  - a. Confirmed enrollment is at or above the pre-operational budget submitted to the CSO.
  - b. A Contingency Budget must be submitted to account for a lower number of students than anticipated (65% of anticipated enrollment). The Contingency Budget must clearly document how the Academy will ensure the quality of the proposed educational program.
2. **Contractual Components** have all been submitted and the contract has been finalized with the CSO. A letter from the State Superintendent of Schools has been issued recognizing the Academy as a public school academy with the assignment of a district and building code.
3. **Board Governance** has been established with the following:
  - a. The Board consists of at least five members.
  - b. CSO observation of board meetings and board minutes indicate an understanding of key laws (e.g. Open Meetings Act) and the charter contract.
  - c. Mandated board development and training has been completed by all members.
  - d. All necessary board policies are in place and have been approved by the Board.
4. **Academy Site** is appropriate and has been acquired with all of the necessary permits on file with the CSO:
  - a. The following documents are on file with the CSO:
    - i. Certificate of Occupancy
    - ii. Fire Safety Permit
    - iii. Elevator Permit
    - iv. Asbestos (AHERA) Management Plan
    - v. Health Department Permit
    - vi. Facilities Lease or Deed
    - vii. Insurance Certificate of Liability
    - viii. Playground Equipment Safety Inspection Log Sheet
    - ix. Boiler Permit (Actual Permit)
  - b. All Educational Entity Master (EEM) info is accurate

5. **Academy Funding** has been anticipated with the following:
  - a. A current and appropriate budget is in place along with a Contingency Budget (65% of anticipated enrollment).
  - b. All loans are documented with a repayment timetable established.
  - c. Food service plan and budget has been established.
  - d. Title 1 application has been submitted to the State (if applicable).
  - e. Direct deposit accounts have been created and shared with the CSO.
  - f. The Academy can demonstrate financial solvency until State Aid is disseminated.
6. **Education Program** elements are in place for meeting the stated mission of the Academy and are ready for the first day of instruction.
  - a. All curriculum as outlined in the contract is in place and is available to hired staff.
  - b. All necessary materials (e.g. books, manipulatives, and technology) have been purchased and are on site.
  - c. Appropriate policies and procedures for the receipt, review and storage of student records are in place.
  - d. Appropriate policies and procedures for identifying and servicing English language learners and special education students are in place.
  - e. A Student/Parent Handbook has been developed, approved by the Academy Board, and is available on the Academy website.
7. A viable **transportation plan** is in place (if applicable).
8. **Key Staff** have been hired and have had appropriate in-service training.
  - a. The school leader and at least 75% of anticipated staff are in place.
  - b. All necessary staff certifications and requirements have been met.
    - i. Instructional
    - ii. Non-Instructional
    - iii. Administrative
  - c. The Academy has a contingency plan in place to fill the remaining staff positions prior to the start of school.
  - d. The school leader, curriculum director/assessment coordinator and Epicenter user(s) have attended mandatory in-service training with the CSO prior to the RTO meeting.
  - e. A Staff Handbook has been developed, approved by the Academy Board, and is available on the Academy website.

## Ready-to-Open (RTO) Meeting

### Timeframe

The RTO meeting will be held six to eight weeks prior to the anticipated opening date.

### Attendees

The following individuals are required to attend the RTO meeting:  
(Some individuals may serve in multiple roles)

- Board President
- Financial Manager
- School Leader
- Operations Manager/Start-up Coordinator
- Representatives of Academy Development Team
- CSO Representatives
- Epicenter User(s)
- Curriculum Coach
- Assessment Coordinator
- ESP Representative

### Location and Format

The RTO meeting will be held at the Academy site if available and will commence with a brief tour of the facility, followed by an opportunity for the Academy to demonstrate how each benchmark has been or will be satisfied. The final portion of the meeting will be reserved for questions and discussions of the Academy's preparedness for the opening of the Academy. Approximately two to three hours should be reserved for the RTO meeting; however, additional time may be required if the Academy is facing numerous or complex issues.

### Final Opening Decision

As stated previously, the CSO reserves the right of final decision regarding the Academy's preparedness to open. All such decisions will be made by the Director of Charter Schools in consultation with key CSO staff, and such decisions shall be final. The CSO will issue a determination regarding opening within three days of the RTO. The determination shall be in writing and may specify a timeline for incomplete items or the Academy may be given a final determination for opening at that time. **In no case shall the CSO make a final determination for opening later than three weeks prior to the start of the CSO approved school year.**

*NOTE: The CSO will only approve academy openings that coincide with the start of the school year as presented in the charter application.*

Academies unable to satisfy all opening criteria will be allowed to postpone opening to the immediately following academic year, contingent on satisfaction of RTO benchmarks at that time.