



Cultivating the Pipeline to Achieve Quality New Schools at Scale

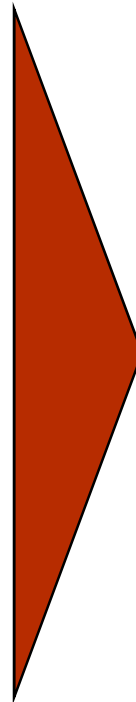
RSF Symposium

May 6, 2008

RSF is leveraging the strength of the business community to create a new market of education in Chicago

Role of Private Sector

- ▶ Infuse public school reform with significant private dollars
- ▶ Advocate for reform at the state and local level
- ▶ Serve as objective third party investor to evaluate:
 - Proposed school designs
 - School performance
- ▶ Fund programs to build Chicago's school development capacity



Impact To Date

- ▶ \$44M raised from over 70 individuals, corporations and foundations
- ▶ 38 new schools launched in three years
- ▶ \$25M awarded to high performing schools serving students in neighborhoods of need

To ensure high quality models are chosen, RSF partners with CPS to drive an extensive school selection process

| RSF Partners with CPS to: | |
|---|---|
| Develop Objective Gated Evaluation Process | <ul style="list-style-type: none"> ▶ Best practice based questions and rubrics ▶ Quality based advancement through three separate evaluations |
| Conduct Expert Due Diligence | <ul style="list-style-type: none"> ▶ Input from 50 local and national leaders in school design ▶ Principal candidate assessment ▶ Key design expertise representation: <ul style="list-style-type: none"> <li style="width: 50%;">– Curriculum <li style="width: 50%;">– Special Education <li style="width: 50%;">– Professional Development <li style="width: 50%;">– Data Driven Instruction <li style="width: 50%;">– Budget / Operations <li style="width: 50%;">– Leadership / Governance <li style="width: 50%;">– Facilities |
| Drive to Objective Based Decisions | <ul style="list-style-type: none"> ▶ Integration of findings from all stakeholders ▶ Independent determinations by CPS and RSF Boards ▶ 32% of all applications approved |

| Selection Criteria |
|---|
| Choice & Competition |
| Proven Education Program / Performance |
| Program Innovation |
| Entrepreneurial School Leadership |
| Sound Financial and Operational Strategy |
| Strong Governance Structure |

RSF and CPS partner in all key Ren10 stages with a concentrated focus on quality - almost 70% of applicants are declined

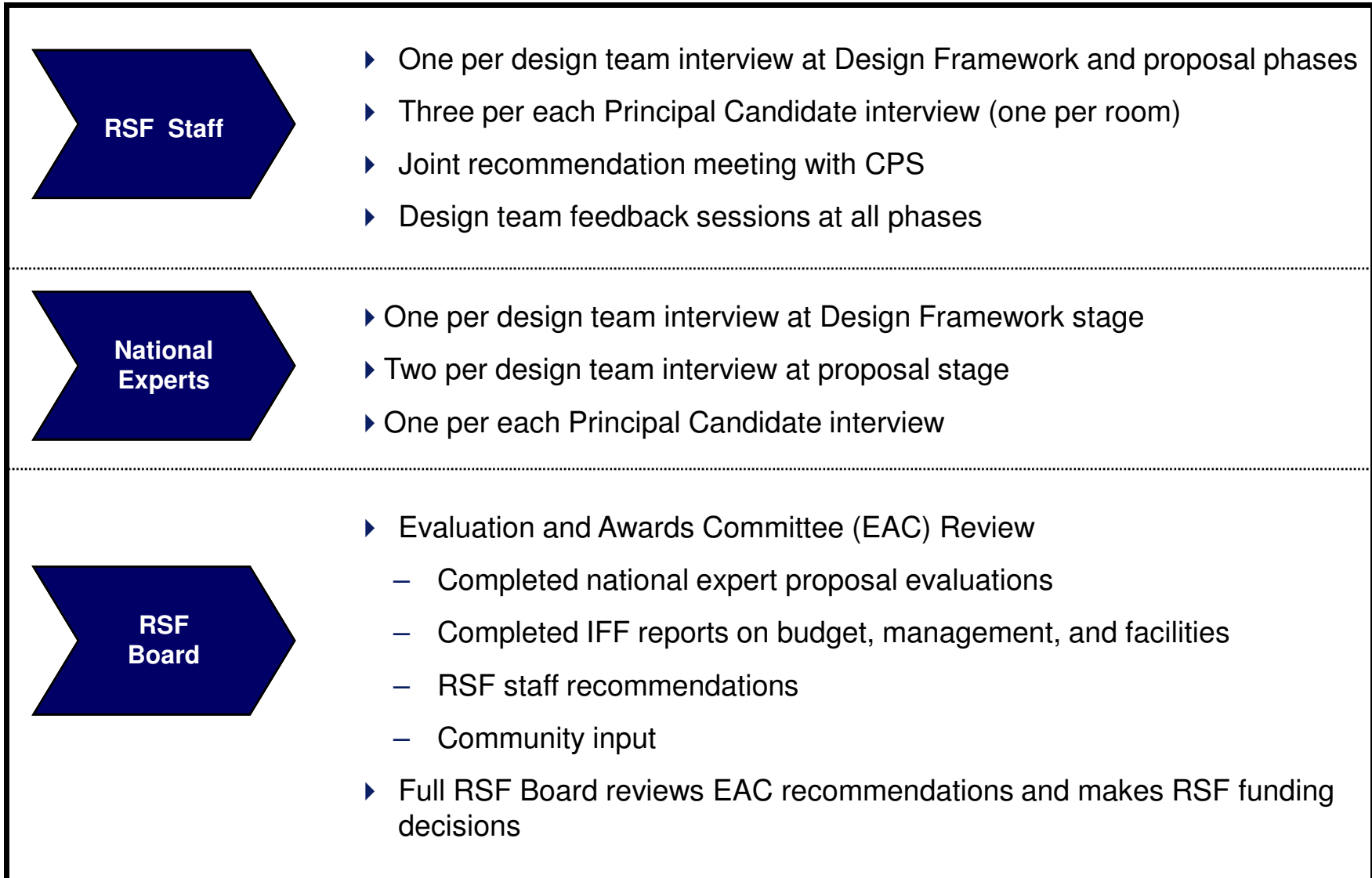
Renaissance 2010 Transformation Process



| | | | | | |
|-----------------------|---|---|--|---|--|
| Annual Process | <ul style="list-style-type: none"> ▶ RFP issued in second quarter | <ul style="list-style-type: none"> ▶ Independent education management organizations submit proposals for CPS and independent sites | <ul style="list-style-type: none"> ▶ Over 90 CPS staff, local and national experts, and community representatives evaluate proposals | <ul style="list-style-type: none"> ▶ CPS CEO announces approved schools ▶ 15-20 new schools open each year | <ul style="list-style-type: none"> ▶ Performance will be evaluated against contract terms each year |
| RSF Role | <ul style="list-style-type: none"> ▶ Partner on annual refinement of selection process and RFP | <ul style="list-style-type: none"> ▶ Support CPS effort to recruit local and national school operators with proven models of success | <ul style="list-style-type: none"> ▶ Partner on quality evaluation process through <ul style="list-style-type: none"> ▶ Partnership on selection teams ▶ Sponsorship of national education experts ▶ Participation in proposal feedback sessions ▶ Joint recommendation sessions | <ul style="list-style-type: none"> ▶ Partner on school approval conditions for grants and overall approval ▶ Award grants for school planning and first two years of operations | <ul style="list-style-type: none"> ▶ Share issues, concerns, and conditions raised during grant due diligence and CPS performance reviews |

RSF provides extensive due diligence support during the RFP process

Due Diligence Components



A successful partnership requires alignment and constant growth

| Keys to Success | |
|--|---|
| Alignment on Partnership Construct | <ul style="list-style-type: none">▶ Agreement on overall goals and objectives▶ Trust▶ Significant value add by both parties▶ Clear understanding of each party's "non-negotiables"▶ Strong lines of communication at all levels of the organizations▶ Commitment to on-going improvement |
| Agreement on What Makes a Quality School <i>(down to the very tactical levels)</i> | <ul style="list-style-type: none">▶ "A strong answer to this question will contain the following five elements..."▶ "A quality design team contains the following..."▶ "An operator is ready to replicate when..."▶ "A fatal flaw is..."▶ "A flaw that can be addressed through the Incubation process is..." |

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Keys to Success

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Appendix

RSF Funding Criteria

Essential School Design Components

| CRITERIA | DESCRIPTION |
|---|---|
| Choice and competition to families | <ul style="list-style-type: none"> ▶ School model supports open-enrollment strategy, requires student/parent engagement through a non-competitive application process, and encourages multiple options for every Chicago Public School student |
| Strong education programs and proven curriculum | <ul style="list-style-type: none"> ▶ High expectations permeate school culture and professional development plan; curriculum is research and standards based and targeted for urban environments; instructional methods address the diverse needs of the student population and set high achievement goals based on data |
| Program innovation and distinctiveness from traditional models | <ul style="list-style-type: none"> ▶ School models utilize autonomies provided by Ren10 such as an extended day or year, merit based compensation, enhanced interim assessment programs, small class sizes, theme based school designs, etc |
| Entrepreneurial school leaders with strong performance records | <ul style="list-style-type: none"> ▶ Historical performance shows capacity to lead a high quality school in an urban environment, to deliver significant academic gains with low performing students, to effectively manage school operations, and to design and implement innovative education programs |
| Sound financial and operational plans | <ul style="list-style-type: none"> ▶ Budget is aligned with education programs and demonstrates long term sustainability; financial planning is based on realistic revenue and expenditure projections; financial control systems have clear lines of fiscal accountability; operations plan demonstrates capacity to address all necessary services |
| Consistent governance and a five-year performance agreement | <ul style="list-style-type: none"> ▶ School governance structure is consistent over the five years of the school contract, is a Governing Board or Alternative Local School Council, and reflects the skills needed to ensure success |

RSF Funding Construct

