



RE Think
FORWARD



NASHVILLE
COLLEGIATE PREP

Application to Amend Nashville Collegiate Prep

May 2022

APPLICATION TO AMEND A CHARTER AGREEMENT

Part I: General Information

All Applicants Must Complete This Section

Name of Charter School: Nashville Collegiate Prep (NCP)

Amendment Petition Category identified in the Letter of Intent:

Check the box for the category under which this Amendment Petition falls:

- Change in governance structure (including, but not limited to, a change in the nonprofit entity governing the school), or addition of or changes to the charter management organization
 - The addition or removal of a grade level or levels
 - X. Changes in student enrollment which fall outside of the minimum or maximum enrollment thresholds set forth in the charter school's charter agreement
 - The addition or removal of a plan to provide transportation to students attending the charter school
 - Changes to the charter school's location, if outside the geographic area set forth in the charter agreement
 - Changes to the charter school's academic focus set forth in the charter agreement
 - Changes identified in the charter agreement as material modifications or amendments. Please specify:
-
 - Other material changes not covered by any of the above categories. Please specify:
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EMERGENCY Petition. Please briefly describe the emergency: The governing board of NCP has been presented with a unique and exciting opportunity to build a premiere campus located just five (5) minutes from its current location. This opportunity has presented itself at a most opportune time, as our current campus is designed to only accommodate grades K-4. It should be noted that ReThink was forced to go through the appeals process, which greatly reduced the time we had to secure

a suitable facility. We now have the opportunity to create a second campus to support grade levels 5-8 and also provide more outdoor amenities. We have identified property that has the potential to allow us to create a campus that could become a signature charter school for the state of Tennessee and a significant asset to the community. In order to secure financing for this property, we must be able to show an amended charter contract authorizing us to expand into the anticipated school design of expanding our K-8 enrollment from the originally approved 770 students to 1292 students.

The current NCP campus will not accommodate a K-8 school, and our purchase of this land and building of this facility represents the best solution. The current campus will only support serving grades K-6 next school year by limiting enrollment in some grade levels to stay at total capacity of 468 students but it is not feasible for the current campus to serve all the existing students in the 2023 school year, along with not allowing additional enrollment of new students.

Additionally, the current campus has limited outdoor space, and it is not financially feasible or fiscally responsible to build a new building for only 270 students. If we do not receive approval of this amendment, we will not be able to close on the property and move forward with the new facility to open in 2023. As a result, parents would lose this quality school choice option as we would be required to either lower our incoming enrollment in the future to accommodate existing students or eliminate serving middle school grade levels.

Thus, our current challenge is to have a long-term facility solution in place for 2023. We have a property under contract that will not only resolve this challenge, but also expand our vision and become a true jewel in the public education landscape of the SE Nashville region.

Our chosen CMO partner, Noble Education Initiative (NEI) is uniquely qualified to work alongside of us in this endeavor, having been successful in partnering with multiple schools and districts. NEI is continuing to build out their Tennessee Support Team to ensure both the continuation and expansion of their state-of-the-art support for all schools approved under the ReThink Forward board. Those schools are NCP, and Rutherford Collegiate Prep which will open in the 2023-24 school year. We have recently added a board member that is a parent at NCP and plan to also add a board member from the Rutherford community. We are also committed to expanding our ReThink Forward board as well to add to our capacity and increase our expertise in critical areas such as finance, operations, management, organizational structure, and educational knowledge.

SCHOOL BACKGROUND

Provide the following information about your school:

- a) Campus address: 1638 Bell Road, Nashville, TN 37211
 - b) First school year in operation: 2020-21
 - c) Grade levels and enrollment currently serving: K-5, 306 students
 - d) Grade levels and maximum enrollment to be served at maturation of charter agreement, if different: K-8, 770 students
 - e) End of current charter term: 2030-31
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BACKGROUND STATEMENTS

This is an application to amend a school's charter agreement by changing the item selected above. Please submit a narrative and related attachments addressing each of the questions below:

1. **Provide details on the selected amendment above and describe the requested change, including the school's rationale for the proposed change. Describe any planning that is already underway to prepare for the proposed amendment.**

The ReThink governing board has been presented with a very exciting opportunity to establish a new campus less than five (5) minutes away from the current school location. Our vision to expand our current student enrollment from 770 to 1292 in order to offer innovative, state of the art curricula, graduates who are ready for the unique challenges of high school and beyond, and a model campus that the Commission and the state of Tennessee are proud of, can become a reality! The new campus would open in August 2023, and include grades 5-8. ReThink has already begun working with architects and contractors to design the facility and attain the necessary permits and will be ready to close on the property and begin development work as soon as approval is given. (Please see architect's renderings and drawings that are attached as **Attachment 1**, which also includes a construction timeline). Additionally, the southeast area of Nashville which NCP currently serves is growing rapidly, but a recent market survey of the population within a ten (10) minute radius of the school shows only 18.6% of the adults have a high school diploma (see attached **Attachment 2**, Community Profile and also **Attachment 3** Schools Surrounding NCP Comparison List). This alone shows that a high-quality, school choice option is not just needed, but critical, and has the potential to change the trajectory of students' lives, as well as their families.

2. How will the proposed amendment support or enhance the school's mission and goals? Nashville Collegiate Prep's (NCP) mission is "to provide a personalized, engaged, supported, and challenging environment that will strengthen students academically, socially, and emotionally. Students will leave NCP with the skills and mindset necessary to not only face reality but create improvements for the next generation." Read closely, it is clear that this mission can and does apply to all our 8th grade students who will make an immediate, positive impact on their high schools, their communities, and their own futures. Our NCP vision states: "NCP's vision is to inspire and equip a generation of self-directed critical thinkers to influence the world around them. Our mission provides the roadmap to ensuring all students are equipped as critical thinkers and primed to lead efforts they are passionate about in the world." Our students will graduate as analytical problem-solvers, as leaders in their communities, and as confident adults ready to make an immediate impact on their world. Additionally, as will be seen in our updated enrollment planning, we have been thoughtful and analytical about researching programming at other area schools and are offering programs for our middle school students that are both inventive and innovative.

3. Describe how the proposed amendment will impact the school's finances. Explain any anticipated revenues or expenses arising from the proposed change. If expenses are anticipated, explain how the school will finance them. Please attach the school's (i) most recent audit, (ii) balance sheet for the fiscal quarter ending thirty (30) or more days prior to submission of the application, and (iii) budgets for the current fiscal year and two (2) succeeding fiscal years assuming the proposed amendment is approved.

Attachment 6 provides detailed financial projections for the next six (6) years if our amendment for expanded enrollment is approved

Please note NCP is in its first year of operation and does not yet have a school audit.

The proposed amendment will have a dramatic impact on school finances by adding a second campus and an additional ~522 student stations when completely enrolled after the 2027-28 school year. For the next school year there is no impact to the financial condition of the school as the new campus and expanded enrollment will not open until the 2023 school year. We are working with our partner, Noble Education Initiative, and developers to secure the financing and develop the campus. ReThink is willing to engage in a project of this size because of our absolute, unwavering belief that Tennessee children deserve high quality school choice options. Our budget is built on the school funding formula as outlined in Tennessee law, and assumes a modest 2% increase year over year. While there are no grant funds in the budget, Rethink Forward will aggressively pursue available

grants in order to have the resources needed to not only fully fund, but extend, our school model. (Please see also **Attachment 1**, Facility Site Plan and Construction Timeline).

Both NEI and the ReThink Forward governing board will keep accurate financial records pertaining to the operation of NCP, together with all the financial records prepared by or in possession of NEI, and retains all records for a period of time as required by the charter contract and/or applicable laws. NEI and NCP will maintain the proper confidentiality of personnel, students, and other records as required by law. NCP will manage the day-to-day accounting and financial reporting function. The school employs a Business Manager who acts as a liaison to NEI for human resources, payroll, and financial matters relating to cash collection. The Business Manager also works with the Principal to ensure adherence to the ReThink Forward governing board's approved budget. There are layers of oversight internally between employees performing finance related tasks at the school, including monthly review of accounts, and scheduled and random audits. Additionally, there will be financial oversight at the management company level as well as the governing board level. This sets the tone for the control environment to ensure that financial resources are properly managed and transparent.

Financing Plan for New Campus

The school intends to enter into a long term lease for the new campus with an effective date of August 1, 2023. The lease amount in the budget is based on the current projected costs of \$22 million for development and construction of the first phase of development which will house the expansion enrollment proposed in the amendment request. While we do have a vision to ultimately build an additional phase onto the new campus, we have developed a plan that demonstrates it is financially viable to only build the initial phase and serve the student enrolled proposed. The school will work with a development company that will enter into a fixed price contract to build the campus and is expected to utilize funds from Hamlin Capital Management to finance the construction of the new campus. The rent line item in the attached budget projections (**see Attachment 6**) includes both the current lease for the K-4 campus and the projected lease for the new campus.

4. How has the school informed its external stakeholders (e.g., local school board representatives, neighbors, community partners) and internal stakeholders (e.g., staff, parents) of the proposed amendment? Please attach any written communication (e.g., meeting minutes). Describe any notable support for or opposition to the proposed amendment. If concerns have been brought to the school or governing board's attention, what is the plan to address them?

We have observed overwhelming support for expanding NCP student enrollment, and no organized opposition. Some examples of both parent and staff comments from our latest survey are as follows:

Parent Comments

- "My daughter wanted to go to a different school where teachers care about her learning."
- "Alternative ways of learning and another option from public metro schools."
- "Wanted my child to have a great education, what the school offers its made it a perfect school year."
- "We choose this school because of different approach to kids and different learning environment and how much people working there care. We love this school so much!"
- "My children have grown academically and socially so much this year."
- "My child's teachers hold high expectations for my child."
- "The staff at my school encourages my child to do his/her best."

Staff Comments

- "I chose to work at NCP because it was going to be a new experience and I wanted to be a part of that. I love teaching and I love having a diverse class. The competitive pay is much appreciated as well."
- "Every time I need help with something our leaders make themselves available to help address the issue."
- "When presented with the community model teaching environment, the apple school status, and NCP's commitment to "the whole child", I wanted to be part of these programs to achieve these goals alongside NCP."
- "My leaders make me feel like I am trying my best to learn and grow. I am aware of my progress and the things I need to do to get better."

Nashville Collegiate Prep (NCP) has developed a comprehensive K-8 enrollment expansion outreach and marketing plan focuses on communicating NCP's strengths as a K-8 provider, and we are continuing to reach out to the community, our parents, and our existing partners, even as we develop new partners. NCP is increasing its awareness campaigns throughout the next several months and beyond, ensuring the local

community is acquainted with our school's new enrollment structure, program offerings, and instructional offerings for all students. Our emphasis is on highlighting the many innovative differences such as the advantages of an expanded campus, social emotional learning, community classrooms, outdoor amenities, and our student successes. Traditional marketing and advertising campaigns, as well as increased relationship building with community partners, parents, families, and stakeholders also continue to be a major focus.

NCP will also utilize one of our greatest strengths - a group of parent ambassadors who will support word-of-mouth marketing and influence other parents as a part of our brand awareness. These parents who support our school and our model will play an important role in encouraging other families and students to join our school family.

5. When did the school's governing board approve the proposed amendment? Please attach minutes from the meeting and vote results.

The ReThink governing board unanimously approved the proposed amendment at a special called board meeting on April 28, 2022. Please see **Attachment 7**, the approved minutes of this board meeting.

6. FOR EMERGENCY PETITIONS ONLY: Explain the unanticipated extraordinary circumstances giving rise to the emergency amendment application. Identify when these circumstances were first discovered and brought to the attention of the governing board. Why did the governing board determine that the circumstances constituted an emergency that warranted the filing of an emergency petition?

In order for NCP to meet the extraordinarily compacted timeline from charter authorization in December 2020 to opening the school in August 2021, the school had to narrow its focus for facility options and the governing board subsequently voted to acquire and renovate the current campus. It is an approximately 30,000 sq. ft. building with limited outdoor space, and is designed to accommodate grades K-4 only. Consequently, we must now create a second campus that will support the remainder of the grade levels (currently grades 5-8). Our challenge is that it is not financially feasible to build a new school for approximately 270 students. Therefore, the ReThink Forward board believes that moving their vision for an expanded K-8 school with 1292 students forward by expanding both student enrollment is our best and most exciting path forward, and deems it an emergency due to the opportunity presented to us to acquire land near our current facility and maintain a construction schedule to open for the 2023 School Year. (Please see **Attachment 1**, Facility Site Plan and Construction Timeline).

Application to Amend a Charter Agreement
Signature Page

By our signatures below, we hereby certify that the governing body of the charter school identified herein has approved the submission of this application to amend a charter agreement.



Contact Signature

Richard Page, President NEI

Contact, Printed Name & Title

richardpage@nobleeducationinitiative.com

board@rethinkforward.org
Contact Email Address

May 3, 2022

Date



Board Chair Signature

Dan Boone, Board Chair

Board Chair, Printed Name

board@rethinkforward.org

Board Chair Email Address

May 3, 2022

Date

This completed and signed form and all attachments shall be saved as a PDF and submitted to the applicant's authorizer as well as to the Tennessee Department of Education, Division of Choice, at Charter.Schools@tn.gov.

Part II: Specific Amendment Requests

Only Complete the Applicable Subpart for the Amendment the School is Seeking

Subparts:

- A. Change in governance structure (including, but not limited to, a change in the nonprofit entity governing the school), or addition of or changes to the charter management organization
- B. The addition or removal of a grade level or levels
- C. Changes in student enrollment which fall outside of the minimum or maximum enrollment thresholds set forth in the charter school's charter agreement
- D. The addition or removal of a plan to provide transportation to students attending the charter school
- E. Changes to the charter school's location, if outside the geographic area set forth in the charter agreement
- F. Changes to the charter school's academic focus set forth in the charter agreement
- G. Changes identified in the charter agreement as material modifications or amendments
- H. Other material changes not covered by any of the above categories

Subpart C – Student Enrollment

ONLY complete this section if applying to amend enrollment

Amendments Covered by this Subpart: A charter school should use this Subpart C to apply for a change instudent enrollment outside of the minimum or maximum enrollment thresholds set forth in its charter agreement.

Application: Please submit a narrative and related attachments addressing each of the questions below. If aquestion is inapplicable, mark it N/A.

1. What is the school’s current enrollment by grade level and by year of the charter agreement?

This is NCP’s first year of operation, and the chart below shows the current student enrollment by grade level:

Grade Level	Enrollment for 2021-22
K	79
1	65
2	46
3	47
4	43
5	24
Total Enrollment	304

2. **How will a change in enrollment improve the school’s existing program and benefit students?**

The change will allow the students and families access to a campus with outdoor amenities, expanded facilities that will ensure all students are supported with the resources they need, and most importantly, will give students and families a high quality school choice option that they can remain with from Kindergarten through 8th grade. As can be seen from the charts below, there are few quality educational programs in the immediate area that NCP serves. Besides the chart below, according to areavibes.com, the average accountability test scores in the targeted area are currently 62% below the national average; high school diploma attainment is 37% below the national average; and adults with bachelors degrees are 53% below the national average (www.areavibes.com/nashville-tn/antioch/schools).

MNPS High Schools Within NCP's Enrollment and Recruitment Area

MNPS High School	State Designation	Academic Rating	TVAAS Growth
John Overton High School	Targeted Support and Improvement	11.2% Success Rate	Level 1
Antioch High School	Additional Targeted Support and Improvement	Below 5% Success Rate	Level 1
Cane Ridge High School	Targeted Support and Improvement	Below 5% Success Rate	Level 1
Glenclyff High School	No Designation	Below 5% Success Rate	Level 1

MNPS Middle Schools Within NCP's Enrollment and Recruitment Area by High School Cluster

John Overton High School Cluster

MNPS Middle School Name	State Designation	Academic Rating (% of Students Scoring On-Track or Mastered)	ELA Achievement	Math Achievement	TVAAS Growth
Croft Middle	Targeted Support and Improvement	11% Success Rate	14.1%	8%	Level 1
McMurray Middle	Priority	5.7% Success Rate	7%	Below 5%	Level 1
William Henry Oliver Middle	Targeted Support and Improvement	15.5% Success Rate	21.9%	12.6%	Level 1

Antioch High School Cluster

MNPS Middle School Name	State Designation	Academic Rating (% of Students Scoring On-Track or Mastered)	ELA Achievement	Math Achievement	TVAAS Growth
Apollo Middle	Additional Targeted Support and Improvement	Below 5%	5%	Below 5%	Level 1
John F. Kennedy Middle	Targeted Support and Improvement	6.9%	8.5%	5%	Level 1
Margaret Allen Middle	Targeted Support and Improvement	7.3%	10%	Below 5%	Level 1

Cane Ridge High School Cluster

MNPS Middle School Name	State Designation	Academic Rating (% of Students Scoring On-Track or Mastered)	ELA Achievement	Math Achievement	TVAAS Growth
Antioch Middle	Priority	Below 5%	7%	Below 5%	Level 1
Thurgood Marshall Middle	No Designation	5.7%	6.9%	Below 5%	Level 1

Glenclyff High School Cluster

MNPS Middle School Name	State Designation	Academic Rating (% of Students Scoring On-Track or Mastered)	ELA Achievement	Math Achievement	TVAAS Growth
LEAD Cameron College Prep	No Designation	7.5%	8.8%	6.3%	Level 2
Wright Middle	Priority	Below 5%	Below 5%	Below 5%	Level 1

As can be seen from the above charts, increasing high quality school options such as NCP are not only needed in southeast Nashville but it is imperative for our families and community. Increasing enrollment options for families is in the best and most important interests of the students and community. **Of special note:** All data displayed in the charts taken directly from the Tennessee State Report Card (<https://reportcard.tnedu.gov>). Also of note, these results are from 2019, as both 2020 and 2021 were hold harmless years and not published by the state of Tennessee. Thus, these schools were severely underperforming prior to the pandemic and its negative effects on student academic performance.

3. Describe and attach documentary evidence of the demand for this enrollment change. How does the scope, pace, and need for this enrollment change align with current demographic and growth projections in the city?

According to areavibes.com, almost 50% of the families moving into the Antioch/Southeast Nashville area which NCP serves has one or more children under the age of 18 that either already needs, or will need, a quality school option. The cost of living in this area is 4% lower than the Nashville area, which accounts for some of the growth of young families. (www.areavibes.com/nashville-tn/antioch/schools). NCP already offers grades K-8 and with expanded enrollment, will alleviate overcrowding, offer a high quality educational option for families, and continue to be a diverse, welcoming environment for all students. (Please see also **Attachment 2**, Community Profile and **Attachment 3** Schools Surrounding NCP Comparison List for additional information).

Additionally, according to our latest market analysis (Please see **Attachment 2**, Market Analysis, and also **Attachment 3** Schools Surrounding NCP Comparison List), there are 154,152 people living within 15 minutes of our school, with 46% of those homes having children under the age of 18 (www.areavibes.com/nashville-tn/antioch/schools). The table below shows a deep and obvious need for quality educational options, as a low percentage are even high school graduates in this area.

Level of Education	Percentage of Population within 15 Minutes of NCP
High School Graduate	18.9%
GED	2.9%
Some college, no degree	16.7%
Associates Degree	7.0%
Bachelor’s Degree	28.4%
Graduate/Professional Degree	14.9%

Almost 40% of the residents in the surrounding area have not attended a college or university and only 19% graduate from high school. NCP will give the children of these residents a high quality educational choice that will give them opportunity to choose their future and contribute to their community (Please see **Attachment 2** Community Profile and Market analysis and **Attachment 3**, Schools Surrounding NCP Comparison List).

4. Describe the school’s post-lottery enrollment/waiting list process.

NCP follows charter law, which requires that if applications exceed contracted enrollment, NCP conducts a lottery that complies with the Tennessee legal requirements of a random enrollment. Once the lottery is complete, NCP will immediately reach out to families chosen to complete the enrollment process. Any students remaining on the wait list will be added in the order they are on the list as space becomes available throughout the school year. NCP welcomes a diverse and thriving population of students and strives to meet the needs of each student.

5. Discuss the school’s enrollment trends over the past three (3) years, including any waitlist information.

NCP is in its first year of operation, so there is no enrollment trend as of yet. The school has held steady at its revised budgeted enrollment goal of 300 + students in its first year. The Kindergarten is fully enrolled and the school also made the decision to open a 5th grade class prior to school opening to accommodate steady demand from parents for the middle school option. The early interest we have seen in the school overall, and middle school grades in particular, is an important factor in our determination that the demand for this expanded capacity exists in the community.

SY 2022-23 Enrollment Status (4/28/22)					
Grade	Target (2022-23)	Current Registrations	In Process	Waitlist	Total Applications Received
K	100	99	2	0	133
1	92	89	0	0	30
2	92	76	7	0	33
3	69	56	0	0	31
4	46	55	0	6	23
5	46	47	0	10	31
6	23	24	0	16	25
Total	468	446	9	32	306

As can be seen, NCP already has 315 new applications for the 2022-23 school year, and our team has been working with these families to complete their registrations. This represents more than double the number of new applications the school had received at this same time last year (145). Additionally, our enrollment team is working with an additional 327 families who have expressed interest in NCP, sharing our unique and innovative educational program with them. These families all receive personalized information about NCP, are invited to school events, and are encouraged to make appointments to visit the school, both virtually and in-person.

6. How will the school adapt its physical space to accommodate a change in enrollment?

The ReThink governing board is prepared to build an entirely new, state of the art school with outdoor space and flexible classrooms to accommodate the student population (See **Attachment 1**, Facility Site Plan and Construction Timeline). We believe this new, innovatively designed school facility will become a model charter school in Tennessee for other school facilities going forward. It will include outdoor spaces and flexible classroom and gathering spaces to ensure all our students have the resources to succeed and thrive.

7. How will the school adapt its staffing (e.g., teachers, educational aides, special population staff, othersupport staff, etc.) to accommodate the change in enrollment?

Attachment 4 provides the revised staffing matrix assuming approval of this amendment request.

Staff at NCP will be employees of ReThink Forward, and ReThink Forward will leverage the expertise and support of NEI to conduct job advertising and personnel management. ReThink will also adopt the NEI employee manual and personnel policies, making any necessary changes to comply with Tennessee state requirements. ReThink Forward is, and will continue to be, an equal opportunity employer and will recruit quality staff throughout the year for job openings using a progressive and innovative recruiting plan. Recruitment will occur locally, state-wide, and nationally through various resources that include:

- NCP's website
- Employee Referral Program: produces a high volume of quality candidates who have a better understanding of the corporate culture and position
- Search resume databases and scan social networks
- Job Fairs: hold education job fairs to seek teaching professionals
- College Recruiting: identify colleges and universities, both locally and nationally in order to attract and hire newly graduated teachers
- Online Job Posting Boards: utilize select educational and job recruitment websites

to advertise teaching openings

- Conducting outreach in neighboring counties that are experiencing high population growth to minimize the impact of their relocation, such as Rutherford, Wilson, and Williamson counties.
- Minority organizations: work closely with minority referring organizations to help ensure that the workforce is reflective of the diverse community we serve

NEI will manage job advertising and conduct applicant screening and refer qualified applicants to the principal and administration to ensure that NCP's leadership and teacher staffing needs are met. A consistent process of screening, interviewing, and selecting employees will be essential to NCP's ability to recruit qualified staff. Consistency also ensures that the candidates have been provided an equal opportunity to demonstrate and/or articulate their skills and abilities. All administrative roles (i.e., principal, assistant principal, and dean) will be selected using the 3D Leadership Discovery Process. This comprehensive teacher and staff recruitment effort is focused on identifying certified teachers who come from diverse backgrounds. The process uses a system of intensive screening designed to hire the most qualified applicants. We will be an equal opportunity employer and will recruit quality staff throughout the year for job openings using a progressive and innovative recruitment and selection plan.

Along with the recruiting strategies described above, NEI has taken the extraordinary step of engaging a consultant to study teacher recruiting and retention trends, and workforce engagement including what teachers value most in their current schools, how to ensure they are engaged and productive, and receive needed resources for students. As a result of the study, NEI has developed one of the most aggressive compensation and bonus packages in the state, paying first year teachers well above the district averages, creating a structure where all staff have an opportunity to earn merit bonuses up to 3% of their salaries annually, adding additional compensation for Masters and Doctoral degrees earned, retention bonuses for returning staff (certified teachers and other staff), and added funding to pay for endorsements in hard to staff subjects. **(Please see Attachment 5 for the full study and Attachment 4 for the Proposed Revised Staffing Structure).**

Additionally, NEI's 3D Leadership Program is an excellent recruiting tool as teachers are able to learn leadership skills and be eligible for promotion within the organization much sooner than the traditional path. Also, our in-house teacher prep program (an approved partner with the Commission) allows us to recruit and train novice teachers and help them towards certification and master teacher status quickly.

Rethink Forward and NEI are also continuing expand our investment in our students and teachers by adding additional positions to the state team, as well as . We have recently added a special projects/special populations coordinator to the state team, as well as school-level special populations coordinators specifically assigned to each NEI managed school.

Every school NEI supports will have its own Director of Student Services that will support our special populations students and families at the school level in addition to the position on the state team. We are also currently working with the Diverse Learners Co-op (DLC) to further enhance our special populations processes and structure.

Additionally, the following positions either have been added already, or will be added by January 2023, to both the state team and/or NCP in order to ensure that ReThink Forward and NEI have the capacity and capability to strategically manage and adequately resource our schools.

- Expanding our instructional coach team by adding a second coach for 2022-2023 and additional coaches when the expanded campus open, which will strengthen and support our teachers as they push our students to excellence each day.
 - Dedicating a full-time position to community engagement, reaching out to our families and community to build trust, seek strategic partnerships, and utilize our parent network to lend support to our school and assist our students.
 - Hired a Director of Operations and Compliance to ensure our operations are efficient and effective.
 - Appointed a network level Director to provide support and guidance for all staff navigating the licensure requirements for their respective roles.
 - Hiring an administrative coordinator to support the state team in compliance, governance, communications, and operations.
8. **Describe ways that the school ensures recruitment, enrollment, and retention of students with disabilities and English language learners, along with the school's target population.**

Students with disabilities and students served in English Learner (EL) programs will have an equal opportunity for enrollment in NCP. Our enrollment application will not request information regarding disability status or academic performance. Furthermore, NCP's marketing materials reflect that it is a "tuition-free" public charter school and that it serves all students, including special populations, and our potential families will be informed of our robust services for students with disabilities and English language learners. NCP is an open enrollment school of choice and welcomes all students that apply. We are committed to enrolling a diverse student population and shall abide by the provisions in Tenn. Code Ann. § 49-13-111 (b) that forbid discrimination on the process is completely random and nondiscriminatory. Our enrollment process will also follow Tenn. Code Ann. § 49-13-113, which includes enrolling students according to racial/ethnic balance provisions. We will endeavor to achieve racial/ethnic balance through the comprehensive marketing plan. In order to achieve a racial/ethnic balance reflective of the community it serves or within the racial/ethnic range of other public schools in the district, we will focus our efforts on recruiting students within a 15-minute drive-time from the school and provide transportation in order to reach a diverse student population. This effort includes marketing to underrepresented populations with direct

mail, community postings, public service announcements, online advertising, and the availability of bilingual staff, as well as employ strategies for reaching “hard-to-reach” populations. We anticipate enrolling a student population that is comprised of a majority of economically disadvantaged students, minorities, and an above average EL population.

9. **How does the school's record of achievement support the approval of this amendment? For purposes of this question, the authorizer will review various metrics of success, including but not limited to the school's scores on TVAAS, TNReady and the authorizer's school performance framework, as well as the school's financial information and duration of operations.**

NCP is a new school in its first year of operation, so there are no state accountability scores at this time. However, the Charter Commission authorized NCP on the capacity of our board of directors as well as the track of record of NEI. The schools that NEI manages in the same southeast Nashville area (Knowledge Academies) were able to come off of TSI status during a pandemic year, as evidenced by the 2021 Tennessee Report Card (<https://www.tn.gov/education/data/report-card.html>). These charters have demonstrated strong growth, are outperforming the traditional public schools in the area, Knowledge Academy High School had an 84% graduation rate (during a pandemic year).

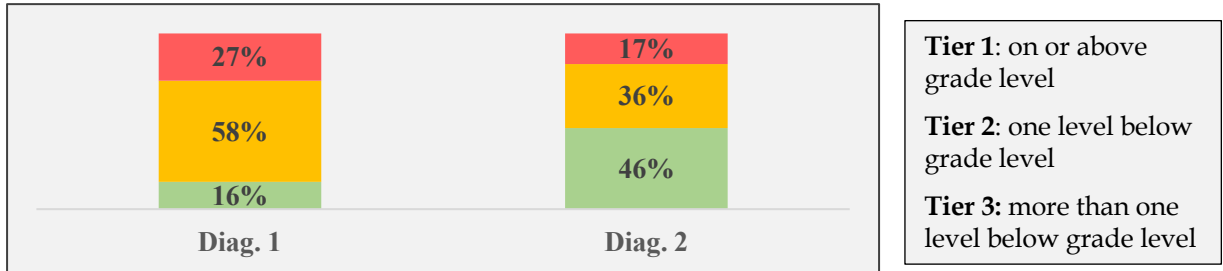
NEI also managed two turnaround high schools in Indiana - TC Howe and Emmerich Manual High Schools. Both high schools went from many consecutive years of scoring an “F” on Indiana’s state accountability matrix to a “C” (up two letter designations) upon implementing NEI’s Turnaround Model and TC Howe achieved a 91.8% graduation rate, as well as had the highest improvement score in Indianapolis.

At Nashville Collegiate Prep (NCP), we administer the *i-Ready Diagnostic* three times a year to provide us the data we need to assess and monitor the academic achievement and growth of our students. For the 2021-2022 school year, students are making significant gains in both reading and math based on the mid-year benchmark results provided below. The latest student benchmark scores for NCP will not be available until mid-May

READING

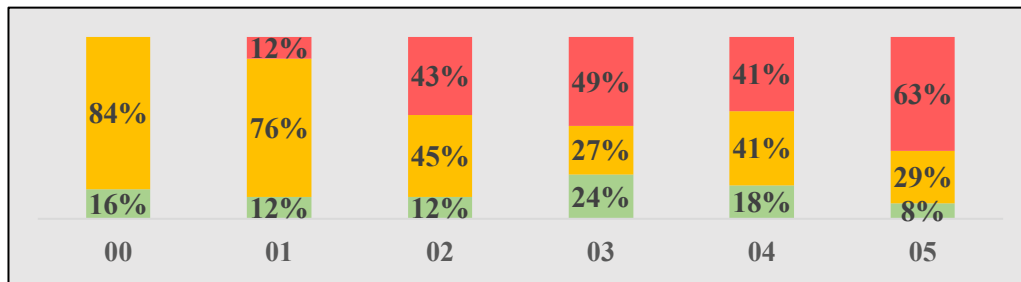
Students at Nashville Collegiate Prep have made *double-digit gains* in reading achievement. This is demonstrated by an increase of students who moved to Tier 1 (30%) or out of Tier 3 (10%) on Diagnostic 2.

Overall Placement of i-Ready Tier of All Students



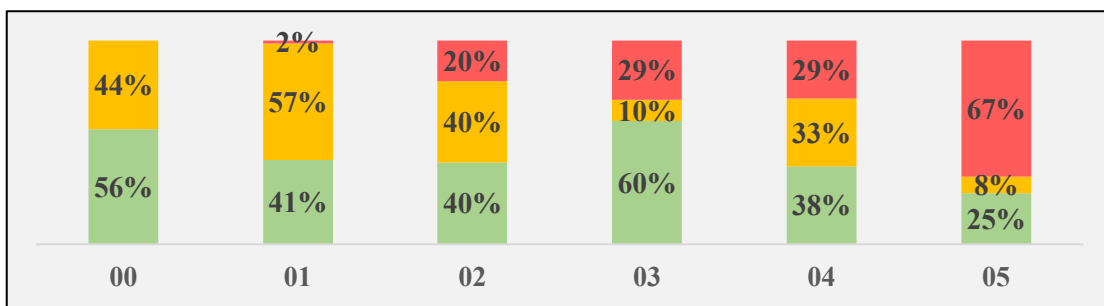
These same gains are evident *across grade levels* as well.

Diagnostic 1 by Grade Level of All Students



As can be seen, 40% or more of students in grades 2-5 started the year more than one level behind grade level in reading. Where are they now?

Diagnostic 2 by Grade Level of All Student

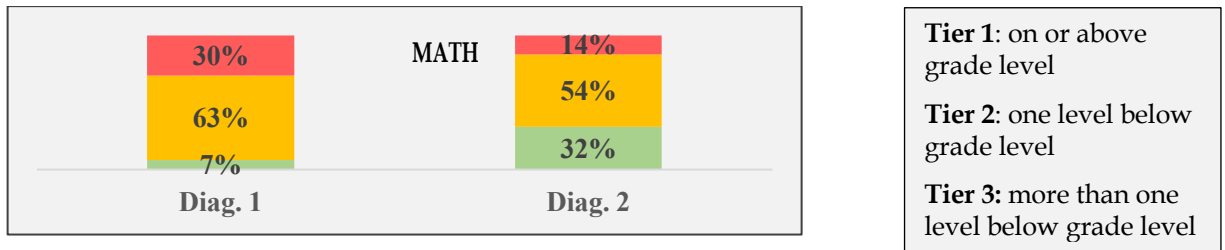


These data show a significant increase in Tier 1 performance in all grade levels. Similarly, they also show a significant decrease in Tier 3 performance in all grade levels except grade 5. Currently, our fifth grade students are receiving *targeted* small group and on-on-one instruction to support their individual needs. We have prioritized standards for instruction and practice that are critical for future success in reading achievement as well

as students' love for reading. The teachers in the 5th grade learning community are receiving additional support, too. They are receiving side-by-side coaching from the Instructional Coach (IC) in the areas of lesson planning, formative assessment, small group facilitation, the use of instructional software with fidelity, and more.

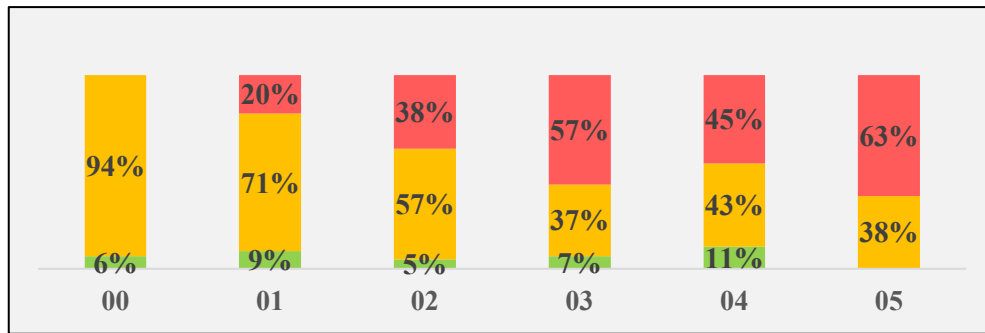
MATH

Students at Nashville Collegiate Prep have also made *double-digit gains* in math achievement. This is demonstrated by an increase of students who moved to Tier 1 (25%) or out of Tier 3 (16%) on Diagnostic 2.



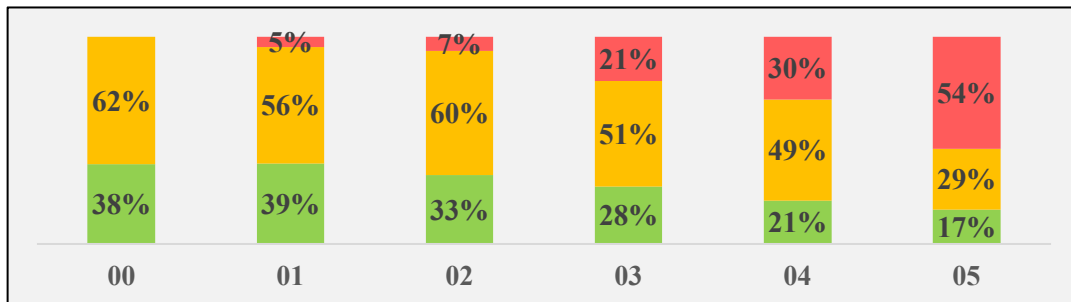
These same gains are evident *across grade levels* as well.

Diagnostic 1 by Grade Level of All Students



As can be seen, nearly 40% or more of students in grades 2-5 started the year more than one level behind grade level in math. Additionally, a low percentage of students in grades K-4, and 0% of 5th graders, were performing on or above grade level. Where are they now?

Diagnostic 2 by Grade Level of All Students



These data show a significant increase in Tier 1 performance in all grade levels. Similarly, they also show a significant decrease in Tier 3 performance in grades K-4 and a moderate decrease in grade 5. Like reading, the students, *as well as their teachers*, in the 5th grade learning community are receiving additional support. The IC and Principal also visit learning communities daily, providing real-time feedback that support teacher development. School-wide we have prioritized standards for instruction and practice that are critical for future success in math achievement. Moreover, *all* NCP students are also receiving additional instruction and support in the Number and Operations domain as it is critical to success in the other math domains.

Rethink Forward and NEI have partnered to ensure that school operations, and financial position are stable, sustainable, and will support the academic plans for the school. NEI continues to expand their Tennessee State Team to support school leaders and ensure appropriate resources for maximum student achievement.

10. Complete the proposed enrollment summary for each grade level and each year remaining in the charter agreement in the table below:

Amended Enrollment Table - Number of Students

Grade Level	School Year					
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Kindergarten	100	140	140	140	140	140
1st Grade	92	138	138	138	138	138
2nd Grade	92	92	138	138	138	138
3rd Grade	69	92	92	138	138	138
4th Grade	46	92	92	92	138	138
5th Grade	46	100	150	150	150	150
6th Grade	23	100	100	150	150	150
7th Grade	0	25	100	100	150	150
8th Grade	0	0	25	100	100	150
Total	468	779	975	1146	1242	1292

<u>Anticipated Demographics</u>		
% of Economically Disadvantaged Students	% of Students with Disabilities	% of English Language Learners
40%	9%	51%

In order to accomplish our enrollment goals, Nashville Collegiate Prep (NCP) has developed a comprehensive K-8 expansion outreach and marketing plan that will focus on communicating NCP’s strengths as a K-8 provider. NCP will increase awareness campaigns throughout the next several months and beyond, ensuring the local community is acquainted with our school’s program offerings, increased enrollment opportunities, and instructional offerings for all students. Emphasis will be on highlighting the differentiators such as the advantages of attending one school from Kindergarten through 8th grade, social emotional learning, community classrooms, and our student successes. Traditional marketing and advertising campaigns, as well as increased relationship building with community partners, parents, families, and stakeholders will be a major focus. NCP will also utilize one of our greatest strengths – a group of parent ambassadors who will support word of mouth marketing and influence other parents as a part of our brand awareness. These parents who support our school and our model will play an important role in encouraging other families and students to

join our school family.

NCP recognizes and values the importance of communicating effectively and often, therefore emphasis will be placed on producing marketing content and ensure that it is reflective of the demographics of the community we serve. All marketing and communication pieces will be available in multiple languages, including English, Spanish, and Arabic.

NCP's strategic marketing planning to ensure the community is informed about our K-8 expanded enrollment and its inherent benefits will include, but is not limited to, the following areas:

- Local print media
- Distribution of brochures and flyers about NCP and the programs offered
- Participation in meetings with local organizations and school partners
- Direct mailings and targeted online advertisements to the community
- Out of home advertisements
- Announcement in human resources newsletters for area businesses
- Local radio interviews and public service announcements

Meeting initial enrollment goals is just the beginning of NCP's outreach to the community. Marketing and recruitment efforts once full enrollment is reached will pivot to include, but not be limited to:

- Continued distribution of brochures and flyers about the school and the unique programs offered including neighborhood canvassing by our parent ambassadors
- Continued presentations/informal sessions to the local community, faith community, neighborhood clubs, libraries, and other organizations
- Increased partnerships with parents and community stakeholders
- Display signs and flyers throughout the immediate and surrounding communities
- Open houses and information sessions on school campus and at partner sites
- Advertisements (online, out of home, email, and social media outlets)
- Participation in targeted community events
- Appropriate sponsorships of community activities (i.e., local community picnics, community fairs, etc.)

Community Engagement and Awareness and Student Recruitment Channels Include:

Community Building/Word of Mouth, Partnerships

Neighborhood Canvassing - One of the methods for meeting potential families is engaging them in face-to-face discussions in their own communities. As such, we will be employing a grassroots style, door-to-door marketing in targeted areas. We have and will continue to distribute flyers and other information to businesses, childcare centers, places of worship, and community centers, as well as individual households. These efforts will

direct families and community members to school information events, our website, and social media pages.

Community Awareness Meetings – We will hold approximately one large information session or community meeting per month. Meetings will be advertised in local media and open to the public and held on both the NCP campus and in public locations such as libraries, churches, local universities, and community centers. Parents/guardians, families, and community members will be invited to learn more about NCP and our mission in order to build a strong, diverse group of supporters. Participants will have the opportunity to see NCP’s student successes first-hand and experience the K-8 teaching and learning environment for themselves. We strongly believe these efforts will allow NCP to enroll a diverse student population that is reflective of the community we serve.

Community/Family Events – We will identify community festivals, along with parenting and family events in which to sponsor and participate. Community and family event sponsorship is an excellent vehicle through which NCP can disseminate information about the school and increase both awareness and enrollment.

Business Partnerships – We will continue to identify local businesses with which to partner, including but not limited to: pre-kindergarten facilities, childcare centers, colleges and universities, faith-based organizations, restaurants, stores, non-profit service providers, and government agencies.

Parent Marketing Ambassadors – We will coordinate a group of NCP parent volunteer marketing ambassadors to promote the school in the community. NCP parents are our “secret weapon”, as they have powerful networks of friends, colleagues, and families. These networks lend themselves to promoting the school through word of mouth, canvassing, and online engagement.

Public Relations – School leadership will work to develop relationships with key media contacts, including members of the local media, newspapers, parent/family magazines, blogs, and other Davidson County media channels. NCP school news will be shared through various media and partner outlets, and school events will be placed on community calendars.

Content Marketing – NCP will feature current students, staff, and school successes in its marketing. We will develop content, videos, photos, and online posts to engage its existing families and students while attracting new customers. Examples include student and family testimonials, teacher spotlights, principal blog posts, student activity videos, etc.

Direct Mail – NCP will concentrate on sending informational brochures to all households in our identified area with students Kindergarten through 8th grade. The brochures will include descriptions of our unique Education Model, school successes, and the benefits of a K-12 campus.

Media – NCP will use various local media outlets to disseminate information to families and supporters regarding upcoming community and school events including out of home, radio, and television.

Social Media – We will continue targeted social media campaigns highlighting the aspects that differentiate NCP and make the school a unique and attractive option for prospective students. NCP’s online lead generation will reach different “groups” of parents and use the information garnered from those leads (such as age, location, number of children, school interests, non-negotiables, etc.). Ads will be designed to pique the interests of particular ad groups in order to create inbound marketing for NCP. For example, one particular set of ads will be designed to appeal to parents who are interested in a K-8 education solution providing education to all of their children on the same campus.

Email Marketing – NCP will engage with parents and community members through targeted email campaigns. These campaigns will be tailored to each specific group in our database of interested families and partner. Campaigns will include invitations to participate in school events and meetings, parenting tips and ideas, education trends NCP school/student successes, NCP announcements, and reminders about enrollment and school registration.

Online Marketing – Email, sponsored ads, and search ads will be used to inform parents/guardians, and community members about NCP and to encourage traffic to our school, community events, and the school website/social media pages. ReThink Forward, in partnership with NEI, will continue to add to our database of interested families and supporters.

ReThink Forward and NCP are convinced that the comprehensive and strategically thought out marketing and recruiting plan as described here will be more than adequate to ensure full enrollment at our school.

Summary of NCP's Amendment Application to Increase Enrollment

NCP's vision is to inspire and equip a generation of self-directed critical thinkers to influence the world around them, and our mission provides the roadmap to ensure all students are equipped to reach that lofty vision. We at NCP are excited and humbled to be able to lead our cohort of K-8 students should the Commission grant our amendment to increase enrollment, and we firmly believe these core beliefs will also work to ensure our high school students graduate with options to attend college, be ready for the work force in a field of their choosing, and be able to critically evaluate the world around them to achieve success.

Our core beliefs include:

1. We believe in teaching and supporting the whole child. The successful pursuit of academic excellence for all our students involves a whole child philosophy that respects intellectual, social, and emotional learning and growth.
2. We believe in failing forward. It is a fundamental belief in the NCP community that great ability is developed over time through hard work, effective feedback, and through experiencing and learning from failure. Failure is a natural part of the teaching and learning process, and lessons learned from failure are the ones that move us forward toward greatness.
3. We believe in the power of Collective Teacher Efficacy to change lives. Collective Teacher Efficacy is the collective belief of the entire staff of a school in *their belief* to positively affect students.
4. We believe in a decision-driven data culture. Too many schools waste valuable instructional time and resources collecting data they either do not need or misunderstand its value. This will not happen at NCP, and instead we have a strong assessment plan build on a solid teaching and learning roadmap of the Tennessee Academic Standards. NCP will collect data with a clear purpose in mind.
5. We believe that leaders model the practices they want to permeate classrooms. At NCP, school leaders talk the talk, but also walk the walk. School leaders consistently monitor every aspect of our Continuous Improvement Model (CIM) for quality.
6. We believe that when students are significantly behind, they must exceed expected growth. For students who are behind, one year's growth is simply not enough.
7. We believe reading and writing are life-changing. We recognize that reading and writing are passports to many other curricular areas, and literacy education plays an important role in moving people out of poverty toward greater self-sufficiency post-graduation.
8. We believe in the power of collaboration and teamwork, but equally value independent learning by fostering student ownership of learning. A common theme throughout our entire school, including the new grade levels, is how to

develop autonomous, self-directed, high-achieving individuals while simultaneously developing students who are skilled in learning and working in productive teams around shared goals.

9. We believe great schools enroll families, not just students. It is a belief at NCP that the most successful schools enroll families into their program, not just students. We recognize that parent involvement in education is crucial.

These core beliefs allow us to value each student as an individual and as a member of our school community. These beliefs will be central to building our K-12 school community.

NCP's engaging, challenging, and personalized school environment will help improve learning for all students and support closing the achievement gap between high and low performing students in Davidson County where we are located. NCP has created an environment where students are explicitly taught how to take control of their own success. We foster a learning environment laser-focused on personalized learning and challenging students to constantly strive for excellence. Students will have voice and choice in their own learning, and will have daily access to a wealth of adult expertise.

NCP stands ready to provide a high-quality educational option to even more students and families of southeast Nashville, one that teaches students to own their success, to develop knowledge, skills, and attitudes to manage their own emotions, and most importantly, the ability to choose their own destiny.

We look forward to continuing our work with the Commission to ensure that a high-quality, exemplary school such as NCP is available to additional families and students who urgently need such an option, and have no time to lose. Thank you for reviewing our emergency amendment petition.