



## A CHARTER PROPOSAL BY RESPONSIVE EDUCATION SOLUTIONS, INC.

Established in 1998, Responsive Education Solutions, Inc. (“ResponsiveEd”) is a 501(c)(3) nonprofit organization that:

- has established, and currently operates, more than **65 charter schools** throughout Texas and Arkansas;
- has been **approved** by the Indiana Charter School Board **to open an open-enrollment charter school** in Indianapolis in 2014;
- has been **approved** by the Texas Education Agency **to open an additional 10 schools** throughout Texas in 2014;
- serves nearly **6,000 students** through its statewide **virtual school program**;
- established the **first and only** charter school in Texas to address the unique needs of children with **autism**;
- has **partnered with the Austin Independent School District (“AISD”) and the Bill & Melinda Gates Foundation** to open Premier High School learning centers within two AISD campuses;
- is **accredited by AdvancED**; and
- thanks the Mayor’s Office for considering this prospectus and looks forward to the opportunity to offer new, high-quality public school options to the children and families of Indianapolis.

[www.foundersclassical.com](http://www.foundersclassical.com)  
[www.nwaclassical.com](http://www.nwaclassical.com)

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## CHARTER APPLICANT INFORMATION SHEET

Name of Proposed Charter School: Founders Classical Academy of Indianapolis

Proposed School Address (if known): TBD

School District in which Proposed School would be located: Indianapolis Public Schools

Legal Name of Group Applying for the Charter: Responsive Education Solutions, Inc.

Applicant's Designated Representative: Chris Baumann

Address: P.O. Box 292730, Lewisville, Texas 75029

Daytime telephone: 972.316.3663

E-mail address: cbaumann@responsiveed.com

The proposed school will open in the fall of school year: 2014-2015

Proposed Grade Levels & Total Student Enrollment

School Year	Grade Levels	Student Enrollment
First Year	K-8	450
Second Year	K-9	500
Third Year	K-10	550
Fourth Year	K-11	600
Fifth Year	K-12	650
Sixth Year	K-12	650
Seventh Year	K-12	650
Maximum	K-12	650

Is this a single-gender or co-educational school? No

If single-gender, please indicate who will be served by school: N/A

Are you planning to work with a management organization? No

If so, please indicate the name of management organization: N/A

Have you submitted this application to other authorizers? No

If so, please list the authorizer(s) and the date(s) of submission: N/A

Do you plan to submit this application to another authorizer before the Mayor's Office makes a final determination on your application? No

If so, please indicate the name of the authorizer: N/A

Have you submitted any other application to an authorizer in the previous five (5) years? Yes  
If so, please indicate the name of the authorizer, the date, and the name of the school on the application:

ResponsiveEd has submitted the following applications to Indiana authorizers in the previous five (5) years:

<b>Authorizer</b>	<b>Date</b>	<b>Name of School on Application</b>
Indianapolis Office of the Mayor	Spring 2011	Premier High School of Indianapolis
Indiana Charter School Board	Spring 2012	Premier High School of Evansville, Premier High School of Gary, and Premier High School of Indianapolis
Indiana Charter School Board	Fall 2012	Premier High School of Anderson, Premier High School of Evansville, Premier High School of Gary, and Premier High School of Indianapolis

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# NARRATIVE

## I. Vision

### A. Mission

The mission of Founders Classical Academy (“Founders” or the “School”) is to provide young people with a rigorous classical education in the liberal arts and sciences that cultivates intellectual excellence, wisdom, and virtue.

### B. Need

#### 1. Overview

The need for Founders is demonstrated by both the general poor performance of the schools that Founders’ targeted student population would normally attend as well as Founders’ innovative educational program.

Founders will demonstrate exceptional academic performance, as measured by Public Law 221’s (“PL 221”) letter grade system. In contrast, of the 18 Elementary schools that Founders’ targeted student population would normally attend, 15 earned a 2012 PL 221 Grade of “C” or worse (10 of which earned an “F”); 50% of Middle schools earned a Grade of “C” or worse, and 75% of High schools earned a Grade of “C” or worse.

Even if these schools were performing at a high level, Founders’ innovative classical educational program will meet a need for those parents seeking a dynamic classical college-prep school—an option that does not currently exist in Founders’ targeted area. For example, in 2013, Founders opened its doors with more than 400 students in Bentonville School District, an Arkansas school district performing exceptionally well.

#### 2. Demographic and Performance Information

The following is the demographic and performance information for the schools that Founders’ targeted student population would normally attend.

##### a. Arsenal Technical High School (9-12)

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	11	D
Asian	6	
Black	1,295	
Hispanic	426	
Multiracial	83	
White	461	

**b. Brookside School (K-6)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	0	<b>F</b>
Asian	0	
Black	431	
Hispanic	37	
Multiracial	41	
White	121	

**c. Butler Elementary School (K-6)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	1	<b>B</b>
Asian	4	
Black	4	
Hispanic	24	
Multiracial	4	
Native Hawaiian or Other Pacific Islander	1	
White	418	

**d. Center for Inquiry (K-8)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	2	<b>B</b>
Asian	6	
Black	77	
Hispanic	31	
Multiracial	23	
White	208	

**e. Center for Inquiry III (PK-6)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	1	<b>D</b>
Asian	2	
Black	115	
Hispanic	15	
Multiracial	15	
White	58	

**f. Cold Spring School (K-8)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	0	<b>C</b>
Asian	0	
Black	198	
Hispanic	16	
Multiracial	23	
White	16	

**g. Crispus Attucks Medical Magnet High School (6-12)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	0	<b>A</b>
Asian	1	
Black	237	
Hispanic	78	
Multiracial	24	
White	32	

**h. Elder W Diggs School (PK-6)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	0	<b>F</b>
Asian	0	
Black	519	
Hispanic	10	
Multiracial	14	
White	11	

**i. Francis W. Parker School (PK-8)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	0	<b>B</b>
Asian	2	
Black	206	
Hispanic	33	
Multiracial	9	
White	30	

**j. George W. Julian High School (K-6)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	1	<b>C</b>
Asian	1	
Black	50	
Hispanic	124	
Multiracial	15	
White	78	

**k. George Washington Community High School (5-12)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	2	<b>C</b>
Asian	2	
Black	150	
Hispanic	169	
Multiracial	19	
White	196	

**l. George Washington Elementary School (PK-6)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	0	<b>F</b>
Asian	0	
Black	191	
Hispanic	201	
Multiracial	4	
White	2	

**m. H. L. Harshman Middle School (7-8)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	0	<b>B</b>
Asian	2	
Black	128	
Hispanic	159	
Multiracial	7	
White	83	

**n. James Russell Lowell School (K-6)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	0	<b>F</b>
Asian	0	
Black	337	
Hispanic	193	
Multiracial	17	
White	21	

**o. Joyce Kilmer School (K-6)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	0	<b>F</b>
Asian	1	
Black	416	
Hispanic	12	
Multiracial	14	
White	5	

**p. Louis B. Russell Jr. School (PK-6)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	0	<b>F</b>
Asian	0	
Black	439	
Hispanic	2	
Multiracial	8	
White	8	

**q. Ralph Waldo Emerson School (K-6)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	0	<b>F</b>
Asian	1	
Black	171	
Hispanic	37	
Multiracial	38	
White	123	

r. **Riverside School (PK-6)**

<b>2013 Enrollment by Ethnicity</b>		<b>2012 PL 221 Grade</b>
<b>Ethnicity</b>	<b>#</b>	
American Indian	0	<b>F</b>
Asian	1	
Black	370	
Hispanic	35	
Multiracial	12	
White	52	

s. **Shortridge Law & Public Policy Mg High School (6-12)**

<b>2013 Enrollment by Ethnicity</b>		<b>2012 PL 221 Grade</b>
<b>Ethnicity</b>	<b>#</b>	
American Indian	0	<b>D</b>
Asian	2	
Black	226	
Hispanic	56	
Multiracial	10	
White	41	

t. **Theodore Potter School (K-6)**

<b>2013 Enrollment by Ethnicity</b>		<b>2012 PL 221 Grade</b>
<b>Ethnicity</b>	<b>#</b>	
American Indian	0	<b>D</b>
Asian	0	
Black	99	
Hispanic	150	
Multiracial	14	
White	25	

u. **Thomas D. Gregg School (PK-6)**

<b>2013 Enrollment by Ethnicity</b>		<b>2012 PL 221 Grade</b>
<b>Ethnicity</b>	<b>#</b>	
American Indian	0	<b>F</b>
Asian	0	
Black	237	
Hispanic	261	
Multiracial	30	
White	94	

v. **Washington Irving Elementary School (PK-5)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	2	<b>F</b>
Asian	2	
Black	78	
Hispanic	476	
Multiracial	14	
White	47	

w. **Wendell Phillips School (K-6)**

2013 Enrollment by Ethnicity		2012 PL 221 Grade
Ethnicity	#	
American Indian	0	<b>D</b>
Asian	0	
Black	272	
Hispanic	54	
Multiracial	15	
White	46	

**C. Goals**

In addition to common indicators of performance established by the Mayor’s Office under the Performance Framework, Founders will have its success measured by its performance relative to the following school-specific indicators developed to reflect the School’s mission and unique goals:

**1. Educational Performance Goals**

**a. Goal 1: College Readiness**

Mission Statement	The mission of Founders Classical Academy is to provide young people with a rigorous classical education in the liberal arts and sciences that cultivates intellectual excellence, wisdom, and virtue.
Performance Goal	Graduates who have been enrolled in Founders for two or more years will enroll in postsecondary education.
Performance Indicators	This goal will be measured by the percent of graduates who, having been enrolled in Founders for two or more years, enroll in postsecondary education within one year of graduation.
Assessment Tools and Measures	Survey instruments will be used to measure this goal.
Attachments	N/A

Rationale for Goal and Measures	The opportunities afforded by postsecondary education will be stressed to students and parents at Founders. This element of the instructional emphasis will reinforce the importance a college education can make.
Assessment Reliability and Scoring Consistency	N/A
Baseline Data	N/A
3rd-Year Targets	<ul style="list-style-type: none"> <li>• Does not meet standard: Fewer than 50% of graduates who have been enrolled in Founders for two or more years will enroll in postsecondary education within one year of graduation.</li> <li>• Approaching standard: 50% to 60% of graduates who have been enrolled in Founders for two or more years will enroll in postsecondary education within one year of graduation.</li> <li>• Meets standard: 61% to 70% of graduates who have been enrolled in Founders for two or more years will enroll in postsecondary education within one year of graduation.</li> <li>• Exceeds standard: 71% or more of graduates who have been enrolled in Founders for two or more years will enroll in postsecondary education within one year of graduation.</li> </ul>
6th-Year Targets	<ul style="list-style-type: none"> <li>• Does not meet standard: Fewer than 60% of graduates who have been enrolled in Founders for two or more years will enroll in postsecondary education within one year of graduation.</li> <li>• Approaching standard: 60% to 70% of graduates who have been enrolled in Founders for two or more years will enroll in postsecondary education within one year of graduation.</li> <li>• Meets standard: 71% to 80% of graduates who have been enrolled in Founders for two or more years will enroll in postsecondary education within one year of graduation.</li> <li>• Exceeds standard: 81% or more of graduates who have been enrolled in Founders for two or more years will enroll in postsecondary education within one year of graduation.</li> </ul>

**b. Goal 2: Dual Credit and/or Advanced Placement Course Enrollment**

Mission Statement	The mission of Founders Classical Academy is to provide young people with a rigorous classical education in the liberal arts and sciences that cultivates intellectual excellence, wisdom, and virtue.
Performance Goal	Students enrolled for two or more years at Founders will enroll in at least one dual credit and/or Advanced Placement (“AP”) courses prior to graduation.
Performance Indicators	This goal will be measured by the percentage of students enrolled for two or more years at Founders who enroll in at least one dual credit and/or AP courses prior to graduation.
Assessment Tools and Measures	Dual credit and AP course enrollment lists will be used to measure this goal.
Attachments	N/A
Rationale for Goal and Measures	Preparation for college readiness must begin as early as possible. The Founders Classical Academy of Indiana must inform students of college opportunities. The high school program, established in subsequent years, must offer opportunities for students to achieve levels of college credits prior to high school graduation. This increases the level of college readiness and allows students to enter college with credits already on their transcript. Through AP Exams, students have the opportunity to earn credit or advanced standing at most of the nation's colleges and universities.
Assessment Reliability and Scoring Consistency	N/A
Baseline Data	N/A
3rd-Year Targets	<ul style="list-style-type: none"> <li>• Does not meet standard: Fewer than 50% of students enrolled for two or more years at Founders will enroll in at least one dual credit and/or AP courses prior to graduation.</li> <li>• Approaching standard: 50% to 60% of students enrolled for two or more years at Founders will enroll in at least one dual credit and/or AP courses prior to graduation.</li> <li>• Meets standard: 61% to 70% of students enrolled for two or more years at Founders will enroll in at least one dual credit and/or AP courses prior to graduation.</li> <li>• Exceeds standard: 71% or more of students enrolled for two or more years at Founders will enroll in at least one dual credit and/or AP courses prior to graduation.</li> </ul>
6th-Year Targets	<ul style="list-style-type: none"> <li>• Does not meet standard: Fewer than 60% of students enrolled for two or more years at Founders will enroll in at least one dual credit and/or AP courses prior to graduation.</li> <li>• Approaching standard: 60% to 70% of students enrolled</li> </ul>

	<p>for two or more years at Founders will enroll in at least one dual credit and/or AP courses prior to graduation.</p> <ul style="list-style-type: none"> <li>• Meets standard: 71% to 80% of students enrolled for two or more years at Founders will enroll in at least one dual credit and/or AP courses prior to graduation.</li> <li>• Exceeds standard: 81% or more of students enrolled for two or more years at Founders will enroll in at least one dual credit and/or AP courses prior to graduation.</li> </ul>
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**c. Goal 3: Character Development**

Mission Statement	The mission of Founders Classical Academy is to provide young people with a rigorous classical education in the liberal arts and sciences that cultivates intellectual excellence, wisdom, and virtue.
Performance Goal	To develop a culture of virtue.
Performance Indicators	The Intellectual Virtues (knowledge, understanding, and wisdom), and the Philosophical Virtues (courage, justice, prudence, and moderation), as well as American principles in self-government and civility, are identified and clearly taught in a seamless manner through course content.
Assessment Tools and Measures	Monthly Leadership Meetings conducted by the Mayor's Office.
Attachments	N/A
Rationale for Goal and Measures	Education involves more than the accumulation of knowledge. While a diploma is sure to open economic doors to its possessor, it does not make an individual a better son/daughter, sibling, friend, mother/father, or citizen. For this reason, Founders will provide students with a structured learning environment promoting virtue.
Assessment Reliability and Scoring Consistency	N/A
Baseline Data	N/A
3rd-Year Targets	<ul style="list-style-type: none"> <li>• Does not meet standard: It is not evident that the Intellectual Virtues (knowledge, understanding, and wisdom), and the Philosophical Virtues (courage, justice, prudence, and moderation), as well as American principles in self-government and civility, are identified and clearly taught in a seamless manner through course content.</li> <li>• Approaching standard: N/A</li> <li>• Meets standard: It is evident that the Intellectual Virtues (knowledge, understanding, and wisdom), and the Philosophical Virtues (courage, justice, prudence, and moderation), as well as American principles in self-government and civility, are identified and clearly taught</li> </ul>

	<p>in a seamless manner through course content.</p> <ul style="list-style-type: none"> <li>Exceeds standard: N/A</li> </ul>
6th-Year Targets	<ul style="list-style-type: none"> <li>Does not meet standard: It is not evident that the Intellectual Virtues (knowledge, understanding, and wisdom), and the Philosophical Virtues (courage, justice, prudence, and moderation), as well as American principles in self-government and civility, are identified and clearly taught in a seamless manner through course content.</li> <li>Approaching standard: N/A</li> <li>Meets standard: It is evident that the Intellectual Virtues (knowledge, understanding, and wisdom), and the Philosophical Virtues (courage, justice, prudence, and moderation), as well as American principles in self-government and civility, are identified and clearly taught in a seamless manner through course content.</li> <li>Exceeds standard: N/A</li> </ul>

## 2. Organizational Viability

### a. Goal 1: Long-Term Sustainability

Mission Statement	The mission of Founders Classical Academy is to provide young people with a rigorous classical education in the liberal arts and sciences that cultivates intellectual excellence, wisdom, and virtue.
Performance Goal	Founders will operate the school so as to maintain long-term sustainability.
Performance Indicators	This goal will be measured by Founders' ability to meet budget goals.
Assessment Tools and Measures	Quarterly financial statements and annual independent audits.
Attachments	N/A
Rationale for Goal and Measures	A school that is not fiscally sound will not be able to provide educational opportunities.
Assessment Reliability and Scoring Consistency	N/A
Baseline Data	N/A
3rd-Year Targets	<ul style="list-style-type: none"> <li>Does not meet standard: Founders expenses exceed revenue.</li> <li>Approaching standard: N/A</li> <li>Meets standard: Founders expenses do not exceed revenue.</li> <li>Exceeds standard: N/A</li> </ul>
6th-Year Targets	<ul style="list-style-type: none"> <li>Does not meet standard: Founders expenses exceed revenue.</li> </ul>

	<ul style="list-style-type: none"> <li>Approaching standard: N/A</li> <li>Meets standard: Founders expenses do not exceed revenue.</li> <li>Exceeds standard: N/A</li> </ul>
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**b. Goal 2: Community Partnerships**

Mission Statement	The mission of Founders Classical Academy is to provide young people with a rigorous classical education in the liberal arts and sciences that cultivates intellectual excellence, wisdom, and virtue.
Performance Goal	Founders will develop meaningful parental partnerships to improve volunteer engagement.
Performance Indicators	This goal will be measured by Founders' ability to engage parents in providing services to the students of Founders.
Assessment Tools and Measures	Volunteer activity logs will be used to measure this goal.
Attachments	N/A
Rationale for Goal and Measures	The long-term success of any school is dependent on its ability to involve the community in which it is located.
Assessment Reliability and Scoring Consistency	N/A
Baseline Data	N/A
3rd-Year Targets	<ul style="list-style-type: none"> <li>Does not meet standard: Fewer than 10% of parents volunteer an average of three hours each month.</li> <li>Approaching standard: 10% to 14% of parents volunteer an average of three hours each month.</li> <li>Meets standard: 15% of parents volunteer an average of three hours each month.</li> <li>Exceeds standard: 16% or more of parents volunteer an average of three hours each month.</li> </ul>
6th-Year Targets	<ul style="list-style-type: none"> <li>Does not meet standard: Fewer than 20% of parents volunteer an average of three hours each month.</li> <li>Approaching standard: 20% to 24% of parents volunteer an average of three hours each month.</li> <li>Meets standard: 25% of parents volunteer an average of three hours each month.</li> <li>Exceeds standard: 26% or more of parents volunteer an average of three hours each month.</li> </ul>

## II. Educational Services Provided

### A. Educational Model

#### 1. Model and Research

##### a. Overview

Founders endeavors to provide young people with a rigorous classical education in the liberal arts and sciences that cultivates intellectual excellence, wisdom, and virtue.

In Book I of “Laws,” Plato described the purpose of education this way: “. . . if you ask what is the good of education in general, the answer is easy: that education makes good men, and that good men act nobly.” The sage continued by pointing out how students prepared to live virtuous lives pursue the ideal perfection of citizenship. In this powerful dialogue Plato summed up what can be described as “educating for liberty,” or preparing young men and women to live in a free society. The founding fathers of our nation, including George Washington in both his second inaugural and farewell addresses, clearly tied a well-educated and virtuous population to the success of the republic. It was the classical model of education the Founders had in mind when they considered a means for keeping our constitutional republic and preserving the union. It is in the end a method of education that prepares students for more than simply college or work to cultivate wise and virtuous men and women.

What exactly is a classical education? In a nutshell it is the same course of study that helped propel Western Civilization to the top of the world when it comes to civic institutions, personal liberty, philanthropy, economic enterprise, technological innovation, and relative safety and security. Rooted in an approach that goes back to ancient Greece and Rome and developed over a long period of time in the West, it is a curriculum that provides students with the tools of learning necessary to be well-rounded human beings who know who they are and understand the world around them. These tools help students acquire the knowledge, skills, and dispositions necessary to live virtuous and happy lives. The classical curriculum accomplishes this by teaching students at the points of their physiological strengths and by respecting a proper hierarchy of knowledge. It places its historical, literary, and artistic focus on what are referred to as “The Classics.” It offers purposeful study of mathematics and the sciences, and maintains a focus on teaching students Latin and Greek (or Greek root words).

##### b. The Hierarchy of Knowledge

Over the last few generations, education in America has moved away from its classical roots toward a more utilitarian and less academic model. Knowledge has been disparaged in favor of process, structure and self-discipline have been replaced with an emphasis on “social development,” and so called critical thinking and 21st century skills have been elevated in order to prepare children for the

global workforce. The results speak for themselves. A majority of high school students across the nation cannot understand much of what they read, and our youth lack a common body of knowledge, and an ethos, commensurate with responsible citizenship. While there are some good things happening in both public and private schools around the country, and there certainly are some effective educators working in these schools, the overarching education model and philosophy are severely flawed.

One of the grave errors of modern schooling pertains to an approach, or lack of an approach, to the hierarchy of knowledge. In other words, many American educators have not been operating under the assumptions that “all learning is built upon previous learning” and “thinking requires knowledge.” As a result, their students lack the academic knowledge necessary to think critically. Research from the last 30 years in the cognitive sciences has shown the types of skills teachers want for students, such as analyzing, interpreting, and the rest, require extensive background knowledge, something any ancient Greek grammarian would have known. This knowledge building must begin in earnest when children are young. By ordering learning according to the actual development of children, Founders provides great benefits to its students. This hierarchical approach to education takes advantage of students’ developmental strengths. In the grammar mode, children learn the foundational knowledge they need in all content and skill areas (English grammar, Math grammar, History grammar, Science grammar, Art grammar, etc.) before they begin to interact with concepts at a more analytical level. It is important to note how this emphasis on the grammar of each discipline of learning is not restricted to elementary students. Young children spend more of their time in this knowledge building endeavor but whenever students learn something new they must understand its grammar. In the case of younger learners, they learn a great deal of content, sometimes through songs and jingles, in areas that include rules of English grammar, math and science facts, key men and women and their contributions, history timelines, musical compositions, etc. This is part of the foundation building that will prepare them for more complex learning, but what’s more is this is what elementary level children are built for. They have a high capacity to memorize information and develop skills quickly (adults have a harder time learning new domain knowledge). This is what is meant by taking advantage of students’ physiological strengths. Children are not only interested in learning but they are like little sponges soaking up knowledge. Parents of children who are classically educated know their children are well prepared from the start.

At Founders, dialectic, or logic, is what young learners are introduced to, and middle grade students begin to experience in a more formal way. Here they continue to build their knowledge base, but are also taught formal rules of logic, and the art of proper reasoning and analysis (an inheritance we have going back to ancient Greece and Rome). Instruction in this area is often neglected. Instead, the focus is placed on what is commonly referred to as “critical thinking,” which is only a morsel of a true dialectical experience. In a classical environment, students are ready for proper logic instruction for two reasons. The first reason is physiological, their minds have developed and are ready for more advanced thought; students in this age group ask and want answers to all kinds of complex questions. Second, the ground has been prepared for them in their early grammar years. The second point

is crucial. At Founders, students gain the necessary academic knowledge, the foundation, in the elementary and into the middle grades and are ready to operate at more complex levels. In other words, in order to really think logically, to analyze information, children need to “know” things—thinking effectively requires factual knowledge. This is where all the important knowledge children gain in the elementary grades comes in handy. Today, many schools fall short in this endeavor. They do not place a proper emphasis on the foundational knowledge in all content areas to enable students to be successful in the upper grades. The result is a knowledge deficit that hinders students’ ability to think at complex levels, and turns out to be the main reason many students struggle with reading comprehension—see the paper entitled “The Missing Link in Reading Comprehension and Academic Achievement.” At Founders, in virtually every subject, content will be taught dialectically. Beyond studying logic formally, students argue, discuss, and debate history, literature, math, and science where teachers encourage dialogue and use a Socratic method of instruction.

Founders emphasizes effective communication of ideas based on evidence, sound judgment, and proper form. This relates to another important element of a classical education known as rhetoric. Rhetoric begins to take shape in the early grades as students learn the grammar of writing and speaking. Students are introduced to a variety of forms of both narrative and expository texts (e.g. fables, narratives, proverbs, encomiums, etc.) and are then taught how to emulate good writing in various categories, and in multiple content areas such as history, literature, and science. As they progress, students begin to write and speak about topics on a more analytical level, and finally reach a state of advanced composition and oratory. Rhetoric, then, is the art of training students to effectively take a position on a topic, and through oral or written form, present an advanced argument or viewpoint. For example, if a student in history class was asked to determine whether President Harry Truman's decision to drop the atomic bombs on Japan was warranted, he could write an advanced essay, or deliver a speech on the question through the use of factual examples, proper reasoning, and an effective and eloquent oral or written form. There are certain skills and methods, in addition to a strong knowledge base, and sound judgment, required to effectively complete this type of activity. Sadly, most high school students are NOT capable of operating at an advanced rhetorical level when in fact they should be able to in their core areas of study. It is a travesty that many students do not know the fundamentals about our nation’s history and Founding principles, but cannot, even in cases when they do have the knowledge, articulate and defend those principles.

A classical education provides an important model for how children learn, specific to a proper hierarchy of knowledge. The Founders of this nation, who wrote at length on education, emphasized instruction focused on training the mind in a broad range of disciplines such as language and literature, mathematics, science, history, government, music, and art, to promote the learning and character necessary for self-governing citizens in a republic. A classical education provides form for the acquisition of this essential knowledge.

### **c. A Prelude to The Classics**

One of the hallmarks of a classical education is the focus of the history, literature, and arts studied. The emphasis is decidedly Western since, after all, we live in the West and our culture's roots and predominate influences are Western. This doesn't mean Far Eastern or other civilizations aren't studied but the core is Western. What exactly is the Western inheritance alluded to here? Essentially, it is the patrimony associated with five historical cities: Jerusalem (faith and morality), Athens (arts and intellectual endeavors), Rome (jurisprudence and republicanism), London (rule of law and free enterprise), and Philadelphia (the tree of liberty). Students at Founders learn about the patrimony from these historical civilizations and understand how and why we are who we are as a people, and where we may be heading.

In the area of literature, the word “classic” does not refer only to works from ancient or medieval times, as things classical are not necessarily time bound. Students may read stories by C. S. Lewis who wrote in the 20th century, novels by Louisa May Alcott in the 19th century, or fables by Aesop in the 6th century B.C., but works by all three are considered children’s classics. All are well written, but the designation of classical in this sense has more to do with the nature of the product rather than mere age. In literature for instance, there is a certain essential quality—the literature deals forcefully with lessons pertaining to human nature and the themes transcend time. Books of the Bible, works from ancient Greek and Roman authors, Shakespeare, and many other writers throughout history illustrate the virtue and vice evident in human nature and teach important life lessons to help mold character and inform decision-making. Unfortunately, many educators have lost awareness of the importance of great literature and overemphasize literary devices, multi-cultural themes, and in some cases, nihilistic works, making the study of literature rather sterile and ultimately un-edifying. Nevertheless, reading classics is essential to a truly good education, as is learning about beautiful art and music, and studying history and the science of government via primary sources such as “The Federalist Papers.” History is one of our greatest teachers and provides, along with great literature, a necessary map of human character. History, properly conceived, and good literature, both help us to promote good character and citizenship, and help to preserve and transmit civilization.

### **d. Connecting the Dots**

Learning at Founders includes reading original historical documents and classic texts, and students experience the beauty and form of classical art and music. It is also marked by instruction that is holistic and integrated. One of the sad realities about education in modern times is the manner in which many students learn content in isolation—science is devoid of history; history is taught without literature, music, and art; and math is just about numbers. Students should be able to connect the dots and understand the interrelation among various areas of knowledge. In this model of learning, history serves as a type of organizing outline. For instance, students studying astronomy should go beyond merely knowing what is in the heavens, but also understand how ideas can have latent and far reaching

consequences here on earth. History books describe the Copernican Revolution of the 16th century, but Copernicus considered himself no revolutionary. He was instead a restorer of 2,000 year old ancient wisdom—that is, the wisdom of ancient Greeks such as Aristarchus and Pythagoras. In this important scientific account, Nicolaus Copernicus, a Polish astronomer who lived during the Renaissance, read ancient Greek texts, possible only because of the rebirth of the classical Greek language during the Renaissance, initiated a scientific, mathematical, and philosophical paradigm. When a revolution in ideas or practice is accomplished today, when a new standard is brought to light it is called a Copernican Shift or Metaphor. Students should be able to see this type of relationship between science and history, and see the links among other areas of knowledge. A classical education at Founders provides opportunities for students to connect the dots.

#### **e. Latin and Greek All Around Us**

For centuries, anyone who had an education in the West truly associated with excellence was schooled in Latin and Greek to some degree. Why this is not the case today is occasion for another venue, but thankfully classical schools such as Founders are bringing the study of these languages back. More than 75% of the words in the English language are derived from Greek and Latin and many of the ideas that propelled Western Civilization during the last few hundred years were originally written in Greek and Latin. Most of the people we refer to today as “The Founders” of this country read ancient texts in their original languages as they were being schooled, and as they were consulting one another about what type of government best suited this land and people (i.e. Greek and Roman historical, philosophical, and legal texts). The bottom line is this—if you have a foundation in Greek and Latin you will have a better command of the English language and have an avenue of knowledge open to you many do not. Additionally, since Spanish and all other Romance languages (French, Italian, Portuguese, Romanian) are derived from Latin, the person who learns Latin will have an easier time learning other languages such as Spanish. The College Board, the organization known for the SAT college entrance exam and Advanced Placement tests, historically maintained data on how students who studied Latin performed on the SAT verbal portion of their exam versus students who studied other languages. The College Board found Latin students performed significantly higher on the SAT.

#### **f. A Classical Education for Today’s Students**

Classical education is one of the great legacies of Western Civilization, however, for the better part of the last century and into the 21st century, students in this country have been denied their educational inheritance. Education has taken an academic detour. Fortunately, there is a better road ahead. As C.S. Lewis once wrote, “If you are on the wrong road, progress means doing an about-turn and walking back to the right road . . . .” Paradoxically, while classical schools provide the most time-tested methods of educating students, they are today, the most cutting-edge schools in America. With a focus on a hierarchical approach to learning, a knowledge-rich and integrated curriculum consisting of the classical liberal arts, and a focus on promoting strong character and learning necessary for self-governing citizens in a

republic, classical schools such as Founders provide a refreshing education alternative.

Founders will prepare students for college and the workforce, but will go well beyond those ends—its aim is to cultivate wise and virtuous men and women.

Founders provides the most time-tested methods of educating students, and at the same time delivers the most cutting-edge education in America. At Founders, today's students receive a classical education. The entire curriculum at Founders is based in the Classical Liberal Arts and Sciences with a strong emphasis on civic education.

### **g. Founders Classical Academy Distinctives**

Founders adheres to the following distinctives:

- 1) The centrality of the Western tradition in the study of history, literature, and philosophy;
- 2) A rich and recurring examination of the American literary, moral, philosophical, political, and historical traditions;
- 3) The use of explicit phonics instruction for the teaching of reading;
- 4) The teaching of Latin;
- 5) The acknowledgement of objective standards of correctness, logic, beauty, weightiness, and truth intrinsic to the liberal arts;
- 6) A school culture demanding moral virtue, decorum, respect, discipline, and studiousness among the students and faculty;
- 7) A curriculum that is content-rich;
- 8) A faculty where well-educated and articulate teachers explicitly convey real knowledge to students using traditional teaching methods; and
- 9) An effective use of technology that does not diminish the faculty leadership that is crucial to academic achievement.

## **2. Culture**

Founders promotes a school culture demanding moral virtue, decorum, respect, discipline, and studiousness among the students and faculty. At Founders, education involves more than the accumulation of knowledge. While a diploma is sure to open economic doors, it does not make an individual a better son/daughter, sibling, friend, mother/father, or citizen. For this reason, Founders provides students with a character-based learning environment. At Founders, students are trained to be independent leaders with character.

### **a. Character**

At Founders, character development is more than an isolated curricular subject. The school environment and curriculum at Founders are designed to promote and build strength of character in students by promoting good habits, by teaching precepts, and by providing examples of virtue. Administrators, faculty, and staff encourage and model habits of honesty, respect, individual responsibility, and self-

discipline to promote these traits. The Intellectual Virtues (knowledge, understanding, and wisdom), and the Philosophical Virtues (courage, justice, prudence, and moderation), as well as American principles in self-government and civility, are identified and clearly taught in a seamless manner through course content, most notably in history and in classical literature. At Founders, students will learn and be expected to apply the following virtues from the Student Motto:

### Student Motto

Honor	I will honor those things which are good, true, and beautiful.
Respect	I will show respect to others at all times.
Service	I will do good things for others, without being asked.
Excellence	I will strive for excellence in all things.
Perseverance	I will fulfill commitments and not give up or act on discouragement.

#### b. Leaders

Building on a foundation of character, students are taught to be leaders. Students are taught that they are not just children waiting to assume leadership when they are adults. Instead, they have the capacity to lead in their school and communities now.

### 3. Calendar

Founders will mirror the school calendar for Indianapolis Public Schools. A typical school day will be organized for instruction, independent study, and extra- or co-curricular activities as follows:

Period	Times	Course
1	8:00 a.m. - 8:55 a.m.	History
2	9:00 a.m. - 9:50 a.m.	Art/Music
3	9:55 a.m. - 10:45 a.m.	Logic I/Physical Education
4	10:50 a.m. - 11:40 a.m.	Algebra
Lunch	11:40 a.m. - 12:10 p.m.	N/A
5	12:15 p.m. - 1:05 p.m.	Science
6	1:10 p.m. - 2:00 p.m.	English
7	2:05 p.m. - 2:55 p.m.	Latin I
Study Hall	3:00 p.m. - 3:30 p.m.	N/A
Extra-Curricular	3:45 p.m. - 5:00 p.m.	Athletics, Clubs, Performance Groups, Etc.

#### 4. A Day in the Life

##### a. Student

Founders follows a liberal arts and sciences curriculum which means students experience both a rigorous and well-balanced education. An eighth grade student at Founders has a learning experience that is knowledge rich, well-ordered, and dialectical in nature; classes are discussion-based with a heavy emphasis on a spirit of inquiry and Socratic questioning. Courses include Literature, History, Algebra I, Science, Latin, Music, Visual Art, Logic I (informal logic), and Physical Education. Literature and history courses in the eighth grade are conducted seminar style where discussions are based on readings of classical literature and original historical documents. In mathematics, students are expected to be able to understand math in a conceptual way, and therefore offer proofs, in addition to learning algorithms. In science, students learn elements of biology, chemistry, and physics in both a peripatetic manner and via lab experiences. Students at Founders must take at least three courses in Latin before graduating; the level of Latin a student takes depends on the year he or she enters the school. Fine arts are not extras at Founders, but part of the essential learning that helps to cultivate human affections. Eighth graders take one semester of art and one semester of music; these courses consist of history, theory, and performance or practice. Students also take an informal Logic course in grade eight where they learn about logical fallacies (in ninth grade they go on to learn formal logic and eventually classical rhetoric throughout high school). At Founders, eighth graders exercise the body through Physical Education. Physical Education includes exercise, sports, and instruction in health and fitness. At the end of each day, students go to a mandatory study hall period for thirty minutes where they work on homework or receive tutoring from teachers. Students at Founders are encouraged to participate in extra-curricular activities that include academic and service clubs, performance programs, and athletics.

##### b. Teacher

A teacher of secondary level students teaches five classes per day and monitors a study hall period at the end of the day. A typical teacher has two to three preparations and has two planning periods. One of the planning periods may include a duty (e.g. monitoring hallways, serving in the library, assisting with special projects, etc.) unless the teacher has a morning or after-school duty such as manning the drop off or pick up areas. Teachers are encouraged to sponsor a club, coach a sport, or to engage with students and parents in other capacities after regular school hours. At Founders, teachers participate in weekly faculty meetings, and regular professional development that includes book studies, discussion groups, and targeted training on content and pedagogy. During the summer months, teachers participate in two weeks of professional development prior to pre-planning.

#### 5. Discipline

Please see “**Appendix A: Discipline Plan,**” for a copy of the School’s discipline plan.

## **B. Curriculum**

Founders provides the most time-tested methods of educating students, and at the same time delivers the most cutting-edge education in America. At Founders, today's students receive a "classical" education. The entire curriculum at Founders is based in the Classical Liberal Arts and Sciences with a strong emphasis on civic education.

A classical education aims to cultivate wise and virtuous men and women who will be responsible citizens of our republic. The curriculum possesses the following characteristics:

1. The curriculum is knowledge-rich and built around the belief that there is a common body of knowledge all members of our society should master in the core areas and in the arts.
2. Classical virtues, as well as principles in self-government and civility, are identified and clearly taught in a seamless manner through course content.
3. Emphasis is placed on minds-on learning and on fostering a spirit of inquiry in students.
4. Standardized tests do not drive the curriculum.
5. Literacy is taught through explicit phonics and traditional grammar and composition in the elementary grades.
6. Greek and Latin root words are taught in upper elementary grades.
7. Latin studies are an integral part of the upper school curriculum.
8. Math is taught conceptually.
9. Science instruction is grounded in a historical context.
10. Logic, classical composition, and rhetoric are emphasized in the upper school grades.
11. Literature and history instruction are rooted in primary sources and in great books.
12. Instruction in the arts includes theory, history, and performance.
13. Students are trained in study skills, planning and organization, close reading of text, and note-taking.
14. Importance is placed on bodily fitness, physical education, in concert with fit minds.

## **C. Assessment**

### **1. Public Law 221**

Founders will measure student academic progress in compliance with Public Law 221 accountability requirements (i.e., performance and improvement on Algebra I and English 10 End-of-Course Assessments ("ECAs") and Adequate Yearly Progress ("AYP") under the federal No Child Left Behind Act).

### **2. ECAs**

Founders will measure student performance and improvement utilizing all available ECAs.

### **3. Standardized Assessments**

Founders will administer the Northwest Evaluation Association ("NWEA") Measures of Academic Progress ("MAP") exam.

## **D. Special Student Populations**

### **1. Limited English Proficiency (“LEP”) Students**

#### **a. ELL Student Identification Process**

Founders will utilize the following process to identify LEP students:

- 1) All students enrolling in Founders must submit a Home Language Survey as part of the enrollment packet.
- 2) If a student declares a language other than English on the survey, they become known as OTE (other than English) or potential LEP students.
- 3) The identification process includes an oral proficiency assessment (our district selects the Idea Proficiency Test) and a written proficiency assessment (our district selects the norm-referenced Stanford 10 to assess Total Reading and Total Language.)
- 4) The students must master all three of these assessments to be classified as Non LEP.
- 5) If, however, the students score anything below F (fluent) such as an A, B, C, D, E on the IPT, the students will automatically be classified as LEP.
- 6) The identification is not complete, however, until the Stanford 10 has been administered and the scores for Total Reading and Total Language are available.
- 7) Once the oral and written assessments are complete, the Language Proficiency Assessment Committee (“LPAC”) convenes to officially classify all of the students who have been assessed.
- 8) The district database template entitled “LEP Roster Report” is used to document all LEP activity beginning with enrollment date, assessment date, assessment score(s), parent notification date, LPAC date and final classification.
- 9) The LEP Roster Report is maintained on at the School throughout the school year and is submitted to the District ESL Coordinator on a monthly-basis.

Following the identification process, the campus ESL teacher is responsible for providing ESL program services to all LEP-identified students using individualized ESL learning strategies on a regular basis.

#### **b. Instructional Programs, Practices, and Strategies**

Founders will utilize the following strategies to deliver effective LEP services:

- 1) Student computers will be imaged with English Discoveries (an ESL computerized program for LEP students).
- 2) Cognitive Academic Language Learning Approach (“CALLA”) Learning Strategies are employed by Lead Teachers as an approach to teaching the cognitive academic language to our LEP students.

These programs/strategies are intended to be enhancements/enrichments for our LEP students to the core academic state requirements which are provided on a daily-basis by our ESL-certified staff.

**c. Progress Monitoring**

All tracking of currently enrolled LEP students is done via the LPAC, a group comprised of, at minimum, a parent of an LEP student at the campus and an ESL staff member. In addition, the committee may include campus administration. The committee does an End-of-Year Annual Review to determine whether or not the LEP students will be exited from or continue in the ESL program. The exit criteria is determined by state requirements and include, but are not limited to, the student's mastery of state required assessments and a subjective evaluation by the Lead Teacher certifying that the LEP student will be successful in an all-English curriculum.

**d. Qualified LEP Staffing**

In addition to the HQ NCLB requirements, all campus ESL teachers are required to be ESL-certified. In addition, ESL teachers are required to complete the Sheltered Instruction model training via SIOP to be eligible to work with our LEP students.

**2. Special Education Students**

**a. Overview**

Founders is committed to providing high quality instruction and appropriate supplemental services to students with special need. Accordingly, Founders will implement a comprehensive assessment to identify any students with disabilities and, for those identified for additional intervention, an Individualized Education Program ("IEP") will be developed to oversee services. The IEP (34 CFR 300.320-300.324) will include the following:

- 1) a statement of the child's present levels of educational performance and how the child's disability affects the child's involvement and progress in the general curriculum;
- 2) a statement of measurable annual goals, including benchmarks or short-term objectives;
- 3) a statement of the special education and related services and supplementary aids and services to be provided to the child;
- 4) an explanation of the extent, if any, to which the child will not participate with non-disabled children in the regular class and in other activities;
- 5) a statement of any individual modifications in the administration of State or district-wide assessments of student achievement that are needed in order for the child to participate in the assessment;
- 6) the projected date for the beginning of the services and modifications identified and the anticipated frequency, location, and duration of those services and modifications; and
- 7) a statement of how progress toward annual goals will be measured and how the parents will be regularly informed, at least as often as parents of non-disabled students, of their child's progress toward the annual goals and the extent to which that progress is sufficient to enable the child to achieve the goals by the end of the year.

Founders will provide special education and related services to a child with a disability in accordance with the child's IEP and make a good faith effort to assist the child to achieve the goals and objectives or benchmarks listed in the IEP. Review of the IEP will occur annually or more frequently if the student is not being successful. In addition, Extended School Year Services ("EYS") (34 CFR §300.106) will be provided to the child with a disability beyond the regular school year, as necessary in order to provide Free Appropriate Public Education ("FAPE") as determined by a child's IEP.

**b. Identification of Students with Special Education Needs**

In accordance with 34 CFR 300.301-300.311, the referral of students for a full and individual initial evaluation for possible special education services is a component of Founders' overall general education Response to Intervention ("RTI") system. Prior to referral, students experiencing difficulty in the general classroom are considered for all support services available to all students, such as tutorial, remedial, compensatory, and other services. If the student continues to experience difficulty in the general classroom after the provision of interventions, school personnel document the provision of interventions and refer the student for a full and individual initial evaluation.

Founders will ensure that a full and individual evaluation is conducted for each student being considered for special education and related services. The evaluation is completed before the initial provision of special education and related services and addresses if the student is a "student with a disability" in accordance with federal and state requirements and the educational needs of the student.

Based on the requirements of 34 CFR 300.323, Founders shall have an IEP in effect for each identified student with a disability. Founders will ensure that the IEP is in effect before special education and related services are provided to an eligible child and that the IEP is implemented as soon as possible following the IEP committee meeting.

For a student who is new to Founders, a Transfer IEP committee will meet prior to or upon the student's enrollment. In this case, the parents must verify that the student was receiving special education services in the previous school district or the previous school district must verify in writing or by telephone that the student was receiving special education services. A second IEP committee meeting must be held within 30 school days from the date of the first IEP committee meeting to finalize or develop an IEP based on current information.

**c. Evidence-based Instructional Programs, Practices, and Strategies**

Inclusion, differentiated instruction, and interactive technology strategies will be implemented as appropriate for students identified with disabilities. Differentiated instruction applies an approach to teaching and learning that gives students multiple options for taking in information and making sense of ideas. This can be done for the special needs learner with or without technology. Differentiated instruction lends itself to the inclusion of all students into the general education

classroom, allowing teachers to meet students where they are in order to help them achieve the highest possible standards.

Founders will assure that students with disabilities are educated with non-disabled students to the maximum extent appropriate to meet the student's IEP and overall educational needs (34CFR §300.114 - 300.116). In providing programs, services, and activities for students with disabilities, Founders shall first consider the least restrictive environment of the general education program. Special classes, separate schooling, or other removal of students with disabilities from the general education environment occurs only when the nature and severity of the disability is such that education in general classes, with the use of supplementary aids and services, cannot be achieved satisfactorily.

Founders will provide a FAPE for students with disabilities in order to meet the need for special education and related services (34 CFR 300.115). This includes a variety of placements and makes provision for supplementary services to be provided in conjunction with general education classroom placement.

Students with disabilities will have available to them the variety of educational programs and services available to students without disabilities, accessible facilities and the same instructional regular school day as is provided to all other students. In addition, Founders will ensure that each child with a disability participates with non-disabled students in non-academic and extra-curricular services and activities, including meals, recess periods, and the services and activities set forth in 34 CFR 300.320.

**d. Regular Evaluation and Monitoring**

In both the development and review (and revision as appropriate) of a child's IEP, the IEP team will consider the strengths of the student and the concerns of the parents for enhancing the education of their child, the results of the initial or most recent evaluation of the child, and, if appropriate, the results of the student's performance on any state or district-wide assessment that has been administered. In addition, the IEP team will also consider special factors such as: whether a child's behavior impedes his or her learning or the learning of others, whether a student is limited English proficient and the language needs of the child as those needs relate to the child's IEP, and what the communication needs of the student are and whether the child needs assistive technology devices/services. Review of the IEP will occur annually or more frequently if the student is not being successful.

**e. Promotion and Graduation for Students with Special Needs**

Upon the recommendation of the IEP team, a student with disabilities who is receiving special education services may be permitted to graduate under the provisions of his or her IEP. A student who receives special education services and has completed four years of high school, but has not met the requirements of his or her IEP, may participate in graduation ceremonies and receive a Certificate of Attendance. Even if the student participates in graduation ceremonies to receive the Certificate of Attendance, he or she may remain enrolled to complete the IEP and

earn his or her high school diploma. However, the student will only be allowed to participate in one graduation ceremony.

**f. Qualified Staffing for Students with Special Education Needs**

All special education personnel shall be certified, endorsed or licensed in the area or areas of assignment in accordance with 34 CFR §300.156 or appropriate state agency credentials. Founders will employ, minimally, one certified special education teacher. Additional special education personnel (e.g., teachers, paraprofessionals, related service providers, etc.) will either be employed or contracted with depending on the students' needs at the campus.

Using a multi-certified and multi-strength staff provides students at Founders with tailor-made support services to meet each individual need.

**3. Students Who Enter Founders Below Grade Level**

Founders believes that if we are truly involved with individual progress, monitoring, and success, it is imperative that there be interventions embedded into the daily life of the school to address students who are functioning below grade level. School academic operations will include an established strategy of increasingly intensive steps when a student is not learning or progressing at an effective pace. The following measures will be implemented to monitor and ensure that students are making adequate academic progress:

**a. Team Meetings**

A collaborative team comprised of educators and administration will be established to address the following tasks:

- 1) Identify and map objectives
- 2) Create schedules for learning
- 3) Develop formative assessments
- 4) Establish criteria for success
- 5) Assess student progress
- 6) Assign interventions

**b. Formative Assessments**

Founders will conduct periodic assessments to gather data. Educators will utilize the results to monitor student progress. Intervention strategies will be assigned for students not learning.

**c. Intervention Strategies**

Students identified for additional assistance to ensure adequate academic performance will be engaged in intervention strategies that will focus on the individual needs of the student. Interventions strategies include, but are not be limited to:

- 1) Student Centered: two co-curricular activities, peer tutoring, student council monitoring, privilege system
- 2) Faculty Centered: faculty advisors, team attendance meetings, Good Friend advisors, guided study, tutoring
- 3) Parent Centered: parent monitoring, parent communications, mid-marking period progress reports, daily progress reports

#### **4. Gifted Students**

Founders provides students with a rigorous classical education in the liberal arts and sciences. For those students that are academically advanced, additional opportunities will be provided to enhance their education, e.g., additional electives, AP courses.

### **III. Organizational Viability and Effectiveness**

#### **A. Enrollment/Demand**

##### **1. Enrollment**

Founders intends to enroll 50 students each year in each grade level. Research and experience has shown that student body populations thrive within certain numerical boundaries. Founders has intentionally designed the campus to operate on a scale designed to create effective learning opportunities for each student. This principle is in effect for campus as well as classrooms.

##### **2. Demand/Recruitment**

When Founders is introduced into a new community, the School launches a professional, systematic, research-based, and dynamic public awareness campaign. The campaign utilizes a blend of marketing, advertising, public relations, and community engagement to generate awareness of, and interest in, the School. The responsibilities for this process are split between the School's central administrative marketing staff and regional and campus leadership on the ground in the community.

The public awareness campaign involves the use of a variety of high quality, well-designed, publicity materials. These resources include, but are not limited to:

- a. Brochures
- b. Website
- c. Newspaper advertisements
- d. Press releases
- e. Radio advertisements
- f. Flyers
- g. Postcards
- h. Direct Mail

In the months leading up to the first year of operation, Founders conducts the public awareness campaign, garnering public interest and support of the school utilizing: (1) a combination of the aforementioned publicity materials, and (2) hosting multiple public "Open House" meetings. The intended—and historically realized—results of such

campaigns have been two-fold: (1) support for the school by community leaders, and (2) student enrollment.

### **3. Allocation of Seats if Demand Exceeds Capacity**

If the number of eligible applicants does not exceed the number of vacancies for the building, then all qualified applicants who have timely applied will be offered admission. If there are more eligible applicants than available spaces in the building, then a lottery will be conducted by random drawing in a public meeting at a time set by the administration each year.<sup>1</sup> A name (or number assigned to a name) will be drawn for each vacancy that exists, and each applicant whose name is drawn will be offered admission. Notification will be made by telephone, e-mail, or U.S. Postal Service. Failure of an applicant to respond within 48 hours of the date of the telephone call or e-mail, or within three (3) business days of a post-marked letter, will forfeit his/her position in the application process. Parents or guardians notified by mail will be instructed to call the school immediately upon receipt of the notice in order to preserve their child's position in the lottery. The remaining names will then be drawn and placed on a waiting list in the order in which they were drawn. If a vacancy arises before the commencement of the school year, the individual on the waiting list with the lowest number assignment will be offered admission and then removed from the waiting list. If an application is received after the application period has passed, the applicant's name will be added to the waiting list behind the names of the applicants who timely applied.

**Exceptions:** Founders will exempt from the lottery students already admitted and siblings of students already admitted.<sup>2</sup>

## **B. Governance and Management**

### **1. Organizational Structure**

The organizational structure of Founders is illustrated as follows: (1) ResponsiveEd Board of Directors ("ResponsiveEd Board"), (2) Responsive Education Solutions of Indiana Board of Directors ("ResponsiveEd Indiana Board"), (3) Superintendent, (4) Regional Director, (5) Headmaster, and (6) Teachers/Paraprofessionals.

### **2. Roles and Responsibilities of School Leaders**

#### **a. ResponsiveEd Board of Directors**

The ResponsiveEd Board will serve as the ultimate governing authority of Founders and shall, except as specifically described in the charter, retain final decision-making authority for Founders in all areas of operation. The ResponsiveEd Board shall be composed of not less than five (5) members selected by the majority vote of the

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<sup>1</sup> See IND. CODE § 20-24-5-5(b) ("The organizer must determine which of the applicants will be admitted to the charter school or the program, class, grade level, or building by random drawing in a public meeting.").

<sup>2</sup> See IND. CODE § 20-24-5-5(c) ("A charter school may limit new admissions to the charter school to: (1) ensure that a student who attends the charter school during a school year may continue to attend the charter school in subsequent years; and (2) allow the siblings of a student who attends a charter school to attend the charter school.").

existing members of the ResponsiveEd Board. Each member shall hold office for a term of three (3) years unless he/she resigns, dies, becomes incapacitated, or is removed by the ResponsiveEd Board. Each member may be reelected an unlimited number of times.

**b. ResponsiveEd Indiana Board of Directors**

As requested by the Mayor's Office, ResponsiveEd shall establish an Indiana-based nonprofit subsidiary, Responsive Education Solutions of Indiana, Inc., to serve as the local governing authority of Founders. As such, the ResponsiveEd Board shall retain final decision-making authority for Founders in all areas required under the charter, including, but not limited to: (1) student discipline, (2) employee grievances, (3) parent grievances, and (4) community complaints/concerns. The ResponsiveEd Indiana Board shall be composed of not less than three (3) members selected by the majority vote of the members of the ResponsiveEd Board. Each member shall hold office for a term of three (3) years unless he/she resigns, dies, becomes incapacitated, or is removed by the ResponsiveEd Board. Each member may be reelected an unlimited number of times.

**c. Superintendent**

The Superintendent shall have final decision-making authority for Founders in the area of hiring and firing of the Regional Director and Campus Director and will oversee the primary financial and administrative management responsibility for Founders, including, but not limited to: (1) personnel and payroll administration; (2) professional development/training; (3) curriculum and testing; (4) contract administration; (5) accounting, budgeting, cash management, and financial reporting; (6) information management systems; (7) insurance; (8) child nutrition services; (9) marketing and recruitment; and (10) public relations activities.

**d. Regional Director**

The Regional Director will have primary responsibility for the implementation of Founders' academic programs and systems, will oversee all professional development activities, will be responsible for the educational welfare of the students, and will lead in the development of the educational goals of the community. The Regional Director will promote a shared vision of what the School should be to all stakeholders. In addition, the Regional Director will oversee the development of the culture of the School and will ensure an appropriate balance of time and energy is devoted to goals in the areas of intellectual, physical, social, vocational, emotional, and ethical developmental needs. The Regional Director will regularly monitor implementation of the academic programs and systems with frequent on-site visits and on site meetings with staff.

**e. Headmaster**

The Headmaster will have primary responsibility for all aspects of the School's daily operations and programs, including the day-to-day management of staff and students. The Teachers and staff of Founders will report to the Headmaster.

Similarly, the Headmaster will have the responsibility of hiring and firing campus staff, including teachers, campus secretary, and instructional aides.

#### **f. Teachers/Paraprofessionals**

Teachers/Paraprofessionals are the learning facilitators in the school who maintain direct contact with each student under their care on a day-by-day, moment-by-moment, basis. The Teachers/Paraprofessionals monitor progress, assist the student in overcoming learning difficulties, provide motivation, and, in general, create an environment of loving care.

### **3. Board Policymaking**

The ResponsiveEd Board develops policies and makes decisions based on changes in law, rule, or regulation; industry best practices; and/or input from the school staff, parents, students, and volunteers.

### **4. Board Development**

By way of development, Founders will work with the Indiana Public Charter Schools Association to obtain initial and continuing board training in the areas of school law, school finance, health and safety, accountability, open meetings, and public records.

### **5. Documentation**

Please see “**Appendix B: Organizational Documents,**” for copies of the following organizational documents:

- a. Organizational chart,
- b. Articles of incorporation,
- c. By-laws, and
- d. Evidence that ResponsiveEd has been determined by the Internal Revenue Service to be operating under not-for-profit status.

Please see “**Appendix C: Leadership Information,**” for the following information regarding Founders’ authorized representative, school administrators, and governing board members:

- a. a background check authorization (included with the unbound original copy only),
- b. a current résumé detailing their qualifications and experiences, and
- c. a memorandum indicating any conflicts of interest.

### **C. Community Partnerships**

Founders will pursue partnerships with organizations in the greater Indianapolis community who support the School’s mission and goals. To this end, ResponsiveEd has started building relationships with the following community organizations:

1. Indiana Public Charter Schools Association,
2. Southeast Neighborhood Development (“SEND”),
3. Ivy Tech Community College,

4. IFF, and
5. Southeast Community Services.

#### **D. Budget and Financial Matters**

While Founders intends on obtaining both the Walton Family Foundation Grant and the Federal Planning and Implementation Grant, neither has been included in the attached revenue projections because neither has already firmly committed. When appropriate, assumptions have been based on experience gleaned from operations at existing ResponsiveEd schools.

##### **1. Revenue Assumptions**

- a. Per Pupil Payments: \$6,838 per-pupil/yr funding from Basic School Grant for charter schools in Indianapolis. Should Basic School Grant not be paid beginning July, ResponsiveEd will cover costs as needed until Basic Grant starts.
- b. Full-Day Kinder Grant: \$2,400 per half day per Kinder student budgeted (the other half of the day is included in the Basic School Grant).
- c. Federal Funds: No federal funds were budgeted. Federal funds will be spent to enhance the program according the funds received for salaries, supplies, professional fees, etc. as they are granted.
- d. Nutrition Income: Reimbursement rate of \$1.48 per qualifying meal.
- e. Start-Up Funds: \$250,000 from ResponsiveEd.

##### **2. Expense Assumptions**

- a. Human Resources: 19.21% for benefits and 7.65% for payroll taxes. Teacher raises will correspond to increases in funds provided per student per school year (the five-year budget includes neither increases in funds nor salaries). The budget includes one Special Education staff per eight budgeted Special Education students. Additional Special Education staff and supplies will be provided via funding from the IDEA-B Grant when the students and amounts are known and funds are granted. Teachers and aides will be hired in July to start August 1. \$10.50/student/yr for Professional Development (e.g., seminars, workshops, and/or training materials for staff). (NOTE: In the YR1 Cash Flow, instruction salaries are generally spread over eleven months. Actually, there will be some teachers at twelve months, and some staff at ten months.)
- b. Rent: Estimated at 15% of total revenues each year.
- c. Utilities: \$72,000/yr initially to cover the cost of electricity, gas, and water, increasing \$3,000/year thereafter.
- d. Textbooks/Library: Budgeted at \$150 per student per year. Additional reading materials are provided at \$3 per student/yr.
- e. Classroom Technology: Initially included in start-up, one computer per 5 students is budgeted at \$500 per computer. Thereafter, \$20,000 is budgeted per year for printers and other related replacement materials.
- f. Classroom Furniture: Initial start-up of \$140/student for classroom furniture (e.g., student work areas, chairs, tables, science equipment, other technology, etc.). Thereafter, \$22,500 per year for general maintenance/replacement.
- g. Copying and Reproduction: A copier will be purchased for \$10,000 initially, and \$3,600 supplies/maintenance are included in the budgets thereafter.

- h. Postage and Shipping: \$1,000/yr for documents and materials sent to and from the School.
- i. Telephone/Fax Lines: \$3,600/yr.
- j. Internet Access: \$12,000/yr.
- k. Business Services: 15% of the yearly Per-Pupil Funding for complete turnkey business services (e.g., accounting, human resources, operations, academics, information technology, etc.).
- l. Marketing: \$10,000 pre-opening allotment with \$5,000/yr thereafter for School promotion, advertising, and the School website.
- m. Legal Expenses: \$1,000/yr for miscellaneous legal fees.
- n. Accounting/Audit: \$34,000/yr for accounting, software and fees.
- o. Substitutes: 2% of Teacher Salary
- p. Field Trips: \$5,000 per year for off-campus student field trips
- q. Food Service: CNP revenues are budgeted to match the expenses at \$150 per student, and will adjust accordingly based on actual meals served. (NOTE: In the YR1 Cash Flow, Food expenditures).

Please see “**Appendix D: Five-Year Budget,**” and “**Appendix E: Cash Flow Analysis for First Fiscal Year of Operation,**” for required financial documentation.

#### **E. Facility**

ResponsiveEd has not yet identified the facilities for the proposed School. The Regional Director will be responsible for researching the community to determine the best location for the School based on the unique demographics of the community and the geographic area of greatest need.

ResponsiveEd will comply with all state and local health and safety requirements described in IC 20-26-7, 20,24, and as required by the Indiana Department of Health, Office of the State Fire Marshall, Department of Public Works and the corresponding local agencies. In addition, ResponsiveEd will adhere to all applicable city or town planning review procedures.

The Operations Manager, in collaboration with the Regional Director will oversee all facility lease negotiations and any required building renovations.

ResponsiveEd, under the leadership of the Operations Manager, currently operates a network of 68 charter school educational facilities and has a proven capacity in effectively managing the necessary details to open and maintain a school facility. To that end, ResponsiveEd is fully aware of and efficient in addressing the following:

1. The process of securing an educational facility that is appropriate and adequate for the school's program and targeted population;
2. Understanding the costs of securing and improving a facility to meet all federal, state, and local codes and have access to the necessary resources to fund the facility plan; and
3. Implementing existing internal policies and procedures for continued operations, maintenance, and repairs for all facilities.

## **F. Transportation**

Founders will ensure that transportation will not be a barrier for any child or family enrolled and has budgeted accordingly for a transportation program to ensure commitment to this statement. Parents will transport their students to the school, or students who have licenses and adequate grades will drive. In addition to these two options, students may also use public buses.

Founders will subsidize the cost of monthly bus ticket purchases for students by creating a budget item to help fund this mode of transportation. Cost of a 31 day pass for students will be \$30.00. Students who will opt to use public buses will apply for a transportation scholarship, which will finance an IndyGo pass.

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# APPENDICES

## APPENDIX A: DISCIPLINE PLAN

### A. Practices to Promote Good Discipline

To function properly, education must provide an equal learning opportunity for all students by recognizing, valuing, and addressing the individual needs of every student. In addition to the regular curriculum, principles, and practices of character and good citizenship will be taught and modeled by the school staff. This includes an appreciation for the rights of others. Any conduct that interferes with—or may reasonably be considered to interfere with—a “school purpose” (as defined in IC 20-33-8-4); an “educational function” (as defined in IC 20-33-8-2); or the health, safety or well-being or rights of other students is prohibited.

### B. Preliminary List of the Offenses for Which Students Must and May be Suspended or Expelled

#### 1. General Overview

A student may be suspended or expelled, subject to certain procedural requirements, for:

1. student misconduct;
2. substantial disobedience; or
3. unlawful activity on or off “school grounds” (as defined in IC 20-33-8-5) if:
  - a. the unlawful activity may reasonably be considered to be an interference with school purposes or an educational function; or
  - b. the student’s removal is necessary to restore order or protect persons on school property; including an unlawful activity during weekends, holidays, other school breaks, and the summer period when a student may not be attending classes or other school functions.

#### 2. Preliminary List of Offenses

##### Level I: Major Offenses

*Examples (not inclusive list)*

1. Being in an unauthorized area
2. Computer system violations
3. Disrespect of school staff and persons in authority
4. Failure to complete assigned homework
5. Failure to comply with directives of school staff (insubordination)
6. Failure to comply with school dress code policies
7. Failure to leave campus within 30 minutes of school dismissal (unless involved in an activity under the supervision of school staff)
8. Failure to report known hazing, harassment, or bullying of students
9. Hazing, harassment, or bullying of students (verbal)
10. Inappropriate behavior (not abusive, threatening, violent)
11. Inappropriate public display of affection

12. Inappropriate physical contact not defined as a Level II, Level III, or Level IV offense
13. Insensitivity to others
14. Parking infraction
15. Persistent tardiness
16. Possessing any electronic devices without permission
17. Possessing matches, lighters, etc.
18. Skipping class, detention, or tutorial sessions
19. Using a skateboard, scooter, and/or roller blades while on campus
20. Using any telecommunications or other electronic devices, without permission, during school hours
21. Vehicle operation infraction

*Appropriate Disciplinary Actions*

1. Behavioral contracts or individually developed behavior management plans
2. Classroom management techniques
3. Community service
4. Counseling by teachers or Headmaster
5. Demerits
6. Detention
7. Fee for the return of telecommunications device that has been confiscated
8. In-school suspension up to 10 days
9. Parent contracts to restrict home privileges
10. Parent observations in student's classes
11. Parent conference with teacher or Headmaster
12. Peer mediation
13. Placement in another appropriate classroom
14. Restitution/restoration, if applicable
15. Saturday school
16. Seating changes within the classroom
17. Temporary or permanent confiscation of items that are prohibited and/or disrupt the educational process
18. Withdrawal of privileges, such as parking privileges, participation in extracurricular activities, eligibility for seeking and holding honorary offices, membership in school-recognized clubs or organizations, etc.

NOTE: Disciplinary actions may be used individually or in combination for any offense.

NOTE: No employee or agent of the school shall cause corporal punishment to be inflicted upon a student to reform unacceptable conduct or as a consequence for unacceptable conduct.

Level II: Discretionary Suspension

*Examples (not inclusive list)*

1. Academic dishonesty

2. Being a member of, pledging to become a member of, joining, or soliciting another person to join, or pledge to become a member of a school fraternity, sorority, secret society, or gang
3. "Bullying" (as defined in IC 20-33-8-0.2) (verbal or written)
4. Bypassing of internet blocks on school computers or networks to enter unapproved sites
5. Cyberbullying (i.e., bullying through the use of data or computer software that is accessed through a: (a) computer, (b) computer system, or (c) computer network of a school corporation)
6. Engaging in conduct that constitutes sexual harassment (verbal or written)
7. Failure to comply with conditions of in-school suspension placement
8. Failure to comply with school medication policies
9. Falsification of school records
10. Fighting/mutual combat
11. Gambling
12. Gang activity (nonviolent)
13. Interference with school activities or discipline
14. Leaving classroom, school property, or school-sponsored events without permission
15. Making an obscene gesture
16. Persistent Level I offenses (two Level I offenses within a period of 45 rolling school days)
17. Possessing a look-alike weapon, including without limitation, BB guns, CO<sub>2</sub> guns, air pistols or rifles, pellet guns, or any other device designed to appear to be a firearm or other weapon
18. Possessing "ammunition" (as defined in IC 35-47-1-2.5)
19. Possessing drug paraphernalia
20. Possessing or selling "look-alike" drugs
21. Possessing or using fireworks or other explosive devices
22. Possessing or using tobacco
23. Possessing prescription drugs, giving a prescription drug to another student, or possessing or being under the influence of another person's prescription drug
24. Possessing, viewing, or distributing pictures, text messages, e-mails, or other material of a sexual nature in any media format
25. Refusing to allow student search
26. Theft
27. Threats (nonviolent/verbal or written)
28. Unruly, disruptive, or abusive behavior that interferes with the teacher's ability to communicate effectively with the students in the class
29. Use of profanity or vulgar/offensive language (verbal or written)
30. Using the Internet or other electronic communications to threaten students or employees, or cause disruption to the school program
31. Willful destruction of school or personal property and/or vandalism

*Appropriate Disciplinary Actions*

1. Level I disciplinary techniques
2. Disciplinary actions authorized in IC 20-33-8-25
3. Suspension for a period of time consistent with IC 20-33-8-18

NOTE: Disciplinary actions may be used individually or in combination for any offense.

### Level III: Mandatory Suspension and Discretionary Expulsion

#### *Examples (not inclusive list)*

1. "Bullying" (as defined in IC 20-33-8-0.2) (physical)
2. Burglary of a motor vehicle on campus
3. Deliberate destruction of or tampering with school computer data or networks
4. Engaging in conduct that constitutes sexual harassment (physical)
5. Gang activity (violent)
6. Inappropriate exposure of body parts
7. Inappropriate sexual conduct
8. Persistent Level I offenses (four Level I offenses within a period of 45 rolling school days)
9. Persistent Level II offenses (two Level II offenses within a period of 45 rolling school days)
10. Possessing any object used in a way that threatens or inflicts bodily injury to another person
11. Possessing, selling, distributing, or under the influence of a drugs
12. Targeting someone for bodily harm
13. Threats (violent/verbal or written)

#### *Appropriate Disciplinary Actions*

1. Disciplinary actions authorized in IC 20-33-8-25
2. Suspension for a period of time consistent with IC 20-33-8-18
3. Expulsion for a period of time consistent with IC 20-33-8-20

### Level IV: Mandatory Expulsion

#### *Examples (not inclusive list)*

1. Bringing a "firearm" (as defined in IC 35-47-1-5) to school or on school property
2. Possessing a "firearm" (as defined in IC 35-47-1-5) on school property
3. Bringing a "destructive device" (as defined in IC 35-47.5-2-4) to school or on school property
4. Possessing a "destructive device" (as defined in IC 35-47.5-2-4) on school property
5. Bringing a "deadly weapon" (as defined in IC 35-41-1-8) to school or on school property
6. Possessing a "deadly weapon" (as defined in IC 35-41-1-8) on school property

#### *Appropriate Disciplinary Actions*

1. Expulsion for a period of time consistent with IC 20-33-8-16

## **C. Rights of Students with Disabilities in Disciplinary Action**

Disciplinary action against a student who is a child with a disability (as defined in IC 20-35-1-2) is subject to the:

1. procedural requirements of 20 U.S.C. 1415; and

2. rules adopted by the state board (as provided in 511 IAC 7-44).

#### **D. Appeal Process for Students Facing Expulsion**

The School's Superintendent may conduct an expulsion meeting or appoint one (1) of the following to conduct an expulsion meeting:

1. Legal counsel.
2. A member of the administrative staff if the member:
  - a. has not expelled the student during the current school year; and
  - b. was not involved in the events giving rise to the expulsion.

The Superintendent (or designee) may issue subpoenas, compel the attendance of witnesses, and administer oaths to persons giving testimony at an expulsion meeting.

An expulsion may take place only after the student and the student's parent are given notice of their right to appear at an expulsion meeting with the superintendent (or designee). Notice of the right to appear at an expulsion meeting must:

1. be made by certified mail or by personal delivery;
2. contain the reasons for the expulsion; and
3. contain the procedure for requesting an expulsion meeting.

The individual conducting an expulsion meeting:

1. shall make a written summary of the evidence heard at the expulsion meeting;
2. may take action that the individual finds appropriate; and
3. must give notice of the action taken under subdivision 2. to the student and the student's parent.

If the student or the student's parent, no later than ten (10) days of receipt of a notice of action taken above, makes a written appeal to the governing body, the governing body:

1. shall hold a meeting to consider:
  - a. the written summary of evidence prepared by the Superintendent (or designee); and
  - b. the arguments of the Headmaster and the student or the student's parent; unless the governing body has voted not to hear appeals of expulsion actions; and
2. may take action that the governing body finds appropriate.

The decision of the governing body may be appealed only by judicial review (IC 20-33-8-21).

A student or a student's parent who fails to request and appear at an expulsion meeting after receipt of notice of the right to appear at an expulsion meeting forfeits all rights administratively to contest and appeal the expulsion. For purposes of this section, notice of the right to appear at an expulsion meeting or notice of the action taken at an expulsion meeting is effectively given at the time when the request or notice is delivered personally or sent by certified mail to a student and the student's parent.

The governing body may vote to not hear appeals of expulsion actions. If the governing body votes to not hear appeals, subsequent to the date on which the vote is taken, a student or parent may appeal only by judicial review (IC 20-33-8-21).

**E. Parents Informed of the School's Discipline Policy**

The School's discipline policy will be included in the School's Parent/Student Handbook. In order to comply with the publicity requirements of IC 20-33-8-12, the Parent/Student Handbook will be made available to students and parents in print and electronic media.

## **APPENDIX B: ORGANIZATIONAL DOCUMENTS**

### **Organizational Chart**

The organizational structure of Founders is illustrated as follows: (1) ResponsiveEd Board of Directors (“ResponsiveEd Board”), (2) Responsive Education Solutions of Indiana Board of Directors (“ResponsiveEd Indiana Board”), (3) Superintendent, (4) Regional Director, (5) Headmaster, and (6) Teachers/Paraprofessionals.

Articles of Incorporation

08/30/2007 16:06 FAX 8175952712

002/008

Corporations Section  
P.O.Box 13697  
Austin, Texas 78711-3697



Roger Williams  
Secretary of State

Office of the Secretary of State

CERTIFICATE OF RESTATED ARTICLES  
OF

RESPONSIVE EDUCATION SOLUTIONS  
148606001

[formerly: EAGLE ACADEMIES OF TEXAS]

The undersigned, as Secretary of State of Texas, hereby certifies that the Restated Articles for the above named entity have been received in this office and have been found to conform to law.

ACCORDINGLY the undersigned, as Secretary of State, and by virtue of the authority vested in the Secretary by law hereby issues this Certificate of Restated Articles.

Dated: 03/19/2007

Effective: 03/19/2007



Roger Williams  
Secretary of State

Phone: (512) 463-5555  
Prepared by: Pat Cantrell

Come visit us on the internet at <http://www.sos.state.tx.us/>  
Fax: (512) 463-5709  
TID: 10076

Dial: 7-1-1 for Relay Services  
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**FILED**  
In the Office of the  
Secretary of State of Texas

RESTATED ARTICLES OF INCORPORATION MAR 19 2007

OF

**Corporations Section**

**RESPONSIVE EDUCATION SOLUTIONS**

(Formerly Eagle Academies of Texas)

ARTICLE ONE

EAGLE ACADEMIES OF TEXAS, pursuant to the provisions of Article 4.06 of the Texas Non-Profit Corporation Act, hereby adopts restated Articles of Incorporation which accurately copy the Articles of Incorporation and all amendments thereto that are in effect to date and as further amended by such restated Articles of Incorporation as hereinafter set forth.

ARTICLE TWO

The amendments to the articles of incorporation of the corporation have been effected in conformity with the provisions of the Texas Non-Profit Corporation Act and such restated articles of incorporation were duly adopted by the unanimous vote of the Board of Directors on the 26<sup>th</sup> day of January, 2007, at which a quorum was present.

ARTICLE THREE

The articles of incorporation and all amendments thereto are hereby superseded by the following restated articles of incorporation which accurately copy the entire text thereof.

ARTICLE I

Name

The name of the corporation is **RESPONSIVE EDUCATION SOLUTIONS.**

ARTICLE II

Type

The corporation is a non-profit corporation.

ARTICLE III

Period of Duration

The period of its duration is perpetual.

ARTICLE IV

Purposes

The corporation is organized exclusively for educational purposes pursuant to Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, and the corresponding provisions of any subsequent United States revenue law.

ARTICLE V

Membership

The corporation shall have no members.

ARTICLE VI

Registered Office and Agent

The street address of the registered office of the corporation is 1409 Precinct Line Road, Hurst, Texas, 76053 and the name of its registered agent at such address is James B. Morgan.

ARTICLE VII

Board of Directors

The number of Directors constituting the Board of Directors of the corporation at the time of this restatement is six (6) and the names and addresses of the persons who are to serve as the Directors are:

Name	Address
Willard French	423 South Hardeman Circle Justin, Texas 76247
Lupe A. Gonzalez	1501 Dora Jeanne Drive Mission, Texas 78572
Daniel Maddalena	1383 Forest Hill Circle Lewisville, Texas 75067
Gil Rodriguez	5911 Lookout Mountain Drive Austin, Texas 78731
Marvin Reynolds	2405 SW 80 <sup>th</sup> Street Oklahoma City, OK 73159
Earl Little	3314 Bluffview Dr. Garland, Texas 75043

The number of directors may be changed from time to time by the Board of Directors in accordance with the bylaws.

ARTICLE VIII

Dissolution

Upon the dissolution of the corporation, the Board of Directors shall, after paying or making provision for the payment of all the liabilities of the corporation, dispose of all of the assets of the corporation exclusively for the purposes of the corporation in such manner, or to such organization or organizations organized and operated exclusively for charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section 501 (c) (3) of the Internal Revenue Code of 1986 (or the

corresponding provision of any future United States Internal Revenue Law), as the Board of Directors shall determine. Any of such assets not so disposed of, shall be disposed of by a Court of competent jurisdiction in the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

#### ARTICLE IX

##### Use of Earnings

No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to, its members, Directors, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article IV hereof. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting, to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from

Federal income tax under Section 501 (c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law) or (b) by a corporation, contributions to which are deductible under Section 170 (c)(2) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law).

ARTICLE X

Liability and Indemnification of Directors

(A) To the fullest extent not prohibited by law, a director of this corporation shall not be liable to the corporation or its members for monetary damages for an act or omission in the director's capacity as a director, except that this article does not eliminate or limit the liability of a director for: (1) a breach of a director's duty of loyalty to the corporation or its members; (2) an act or omission not in good faith or that involves intentional misconduct or a knowing violation of the law; (3) a transaction from which a director received an improper benefit, whether or not the benefit resulted from an action taken within the scope of the director's office; or (4) an act or omission for which the liability of a director is expressly provided for by statute.

(B) Each such director and his or her heirs or personal representative and estate, shall be indemnified by the corporation for all expenses incurred in connection with any action, suit,

proceeding or claim to which he or she shall be named a party or otherwise be a participant by virtue of being or having been or agreeing to become: (1) a director, officer, employee or agent of the corporation and/or (2) a director, officer, employee or agent of any corporation or organization at the request of the corporation. Such indemnity shall be provided to the fullest extent not prohibited by applicable laws presently in effect or as may hereafter be amended, and to the fullest extent permitted by the Texas Non-Profit Corporation Act or any other applicable laws as presently in effect or as may hereafter be amended (but in case of any such amendment only to the extent that such amendment permits the corporation to provide broader indemnification rights than said law permitted the corporation to provide prior to such amendment). Such indemnity shall include, but not be limited to, the advancement of expenses, including counsel fees, and the payment of all losses, liability and expenses; provided, however, that no person shall be indemnified for amounts paid in settlement unless the terms and conditions of said settlement have been consented to by the corporation, and provided further, that no indemnification of employees or agents of the corporation (other than Directors and officers) will be made without express authorization of the corporation's board.

(C) The corporation may, upon the affirmative vote of its board, purchase insurance for the purpose of securing the

indemnification of its Directors, officers and other employees to the extent that such indemnification is allowed by this article. Such insurance may, but need not, be for the benefit of all Directors, officers or employees, and the purchase of any such insurance shall in no way limit the indemnification provisions of the proceeding paragraphs.

(D) No repeal of or amendment to this Article shall have any effect with respect to the liability or alleged liability of any director occurring prior to such amendment or to the acts or omissions or rights to indemnity of any person occurring prior to such repeal or amendment.

Dated this 15<sup>th</sup> day of March, 2007.

RESPONSIVE EDUCATION SOLUTIONS

By: Willard French  
Willard French, President

**AMENDED AND RESTATED BYLAWS  
OF RESPONSIVE EDUCATION SOLUTIONS**

**ARTICLE I  
BOARD OF DIRECTORS**

**1.01. General Authority**

The business of Responsive Education Solutions (the “Corporation”) shall be managed by a board of directors (“Board”) who will be selected or appointed by action of the Board who shall also retain authority to determine the number of directors, their qualifications, and the method for the selection or election thereof.

**1.02. Number of Terms**

The number of directors shall not be less than five (5) and otherwise shall be the number determined by the Board from time to time. Each director shall hold office for a term of three (3) years unless he/she resigns, dies, becomes incapacitated, or is removed by the Board. A director may be reelected an unlimited number of times. Directors shall be elected at the annual meeting unless the Board is filling a vacancy.

**1.03. Annual Meeting**

The statutory annual meeting of the Board shall be the first meeting held after March each year. Notice of the annual meeting shall be given in the same manner as regular meeting.

**1.04. Regular Meetings and Notice**

The CEO, in consultation with the Board President, shall determine the time and place for the holding of regular meetings of the Board and the agenda for such meetings, prepared and posted in accordance with applicable state law, shall be sent to all directors immediately upon posting.

**1.05. Special Meetings**

Special meetings of the Board may be called by or at the request of the CEO, the Board President, or any two (2) directors. The person or persons authorized to call special meetings of the Board may fix the time and place as the place for holding any special meeting of the board called by them. Notice of the special meeting shall be given in the same manner as regular meetings except in cases of emergency meetings, notice of which shall be in accordance with applicable state law.

**1.06. Quorum**

A majority of the total number of members of the Board shall constitute a quorum for the transaction of business at any meeting of the Board; but if less than a majority of the directors is present at said meeting, a majority of the directors present may adjourn the meeting from time to time without further notice.

**1.07. Manner of Acting**

The act of a majority of the directors voting at a meeting at which a quorum is present shall be the act of the Board unless the act of a greater number is required by law.

**1.08. Vacancies**

Any vacancy occurring in the Board or any vacancy to be filled by an increase in the number of directors shall be filled by action of the Board unless the directors have determined to reduce the number of directors and for this reason elects no successor.

**1.09. Compensation**

Directors as such shall not receive any stated salaries for their services; but by resolution of the Board, any director may be reimbursed for reasonable expenses incurred in attending any regular or special meeting of the Board, and may be indemnified for expenses incurred by him/her in connection with any claim asserted against him/her, by action in court or otherwise, by reason of his/her being or having been such director, except in relation to matters as to which he/she shall have been guilty of negligence or misconduct in respect of the matter in which indemnity is sought.

**ARTICLE II  
OFFICERS**

**2.01. Officers**

The officers of the Board shall be a president, a vice-president and a secretary. The Board may elect or appoint a CEO and such other administrators as it shall deem desirable, such administrators to have the authority and perform the duties prescribed, from time to time, by the Board.

**2.02. Election and Vacancies**

Officers shall be elected each year at the annual meeting. The Board shall elect someone to fill any vacancy that occurs in any Board office.

**2.03. Removal**

Any officer elected or appointed by the Board may be removed by the Board whenever in its judgment the best interest of the corporation would be served thereby.

**2.04. President**

The President shall preside at all meetings of the Board. He/She may sign, with the Secretary or any other proper officer of the Corporation authorized by the Board to so act, any deeds, mortgages, bonds, contracts, or other instruments that the Board has authorized, generally or specifically, to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board, by these Bylaws, or by statute to some other officer or agent of the Corporation; and, in general, he/she shall perform all duties incident to the office of president and such other duties as may be prescribed by the Board from time to time.

**2.05. Vice-President**

In the absence of the President or in the event of his/her inability or refusal to act, the Vice-President shall perform the duties of the President, and when so acting, shall have all the powers and be subject to all the restrictions on the President. The Vice-President shall perform such other duties as from time to time may be assigned to him/her by the President or by the Board.

**2.06. Secretary**

The Secretary shall perform all duties incident to the office of the secretary and such other duties as from time to time may be assigned to him/her by the President or by the Board.

**ARTICLE III  
COMMITTEES**

**3.01. Generally**

Designated committees may be established by the Board to perform the duties and functions assigned or delegated in furtherance of Board objectives and as permitted by applicable law. Any committee may include one or more directors from the Board. The Board or its designee will appoint the members, officers, or others to committee positions. The rules of procedure of any committee may be set by the Board. Any committee, including the School Boards described below, may be abolished or any committee member/school board member removed for any reason and at any time by majority vote of a quorum of the Board of the Corporation at a duly called and noticed meeting.

### **3.02. School Boards**

The Board may delegate some or all of its authority, except as otherwise prohibited by applicable state law, to committees that shall be known as “School Boards” to assist with the governance of the schools operated under the Corporation’s respective charters. Each School Board and its officers and members shall be subject to oversight and control by the Board. Each School Board shall be composed of not less than three (3) members as follows:

- President
- Vice President
- Secretary
- Members

Each School Board’s members and officers shall be appointed by the Corporation’s Board. Each School Board shall operate in accordance with these Bylaws, resolutions, or actions of the Board of the Corporation, and with applicable state law. Each School Board shall consider grievances in accordance with the Corporation’s policy. Upon request by a grievant, a grievance may be considered by the Corporation’s Board only on appeal from the School Board’s decision. For all matters of parliamentary procedures, each School Board shall be guided by *Robert’s Rules of Order Newly Revised*, 10th ed. (Cambridge, Mass.: Perseus Publishing, 2000).

### **3.03. Notice**

Written notice of the time, place, and agenda of all committee and School Board meetings will be given by the committee chair in the same manner as notices given for regular Board meetings and in accordance with applicable state law. Each committee will keep and deliver a copy of minutes of its proceedings to the Secretary of the Board and will report briefly on its activities at each Board meeting where scheduled.

## **ARTICLE IV CONTRACTS, CHECKS, DEPOSITS, AND FUNDS**

### **4.01. Contracts**

The Board may authorize any officer or administrator of the Corporation to execute and deliver any contract or instrument in the name of and on behalf of the Corporation; and such authority may be general or confined to specific instances.

**4.02. Checks, Drafts, or Orders for Payment**

All checks, drafts, or orders for payment of money, notes, or other evidences of indebtedness issued in the name of the Corporation shall be signed by such officer or administrator, agent or agents, of the Corporation and in such manner as shall from time to time be determined by resolution of the Board. In the absence of such determination by the Board, such instruments shall be signed by the President and countersigned by the Secretary of the Corporation.

**4.03. Deposits**

All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories as the Board may select.

**4.04. Gifts**

The Board may accept on behalf of the Corporation any contribution, gift, bequest, or devise for the general purposes, or for any special purpose, of the Corporation. The Board may refuse any gift if it deems such refusal to be in the best interest of the Corporation.

**4.05. Disposition of Assets Upon Dissolution**

The properties and assets of the Corporation are irrevocably dedicated to charitable and educational purposes. No part of the net earnings, properties, or assets of the Corporation, on dissolution or otherwise, shall inure to the benefit of any private person, or any member, director or officer of the Corporation. On liquidation or dissolution, all properties, assets, and obligations will be distributed or paid over to an organization dedicated to charitable and educational purposes that is tax-exempt pursuant to Internal Revenue Code Section 501(c)(3) as amended, or as otherwise required by state and federal law.

**ARTICLE V  
MISCELLANEOUS**

**5.01. Books and Records**

The Corporation shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its Board and committees having any authority of the Board.

**5.02. Fiscal Year**

The Board may select the fiscal year of the Corporation, subject to the requirements of any applicable law that might define the fiscal year.

**5.03. Corporate Seal**

The Board may adopt a corporate seal in such form as it deems appropriate.

**5.04. Waiver of Notice**

Whenever any notice is required to be given under the provisions of the Texas Non-Profit Corporation Act or under the provisions of the Articles of Incorporation or these Bylaws, a waiver thereof in writing, signed by the person or persons entitled to such notice either before or after the occurrence of the event or transaction described therein, shall be deemed equivalent to the giving of the required notice.

**5.05. Indemnification**

- (a) The Corporation shall indemnify any person who was or is a party or threatened to be made a party to any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative (other than an action by or in the right of the Corporation) by reason of the fact that he/she is or was a director, officer, employee, or agent of the Corporation, or is or was serving at the request of the Corporation as a director, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise, against expenses (including attorneys' fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him/her in connection with such action, suit, or proceeding if he/she acted in good faith and in a manner he/she reasonably believed to be in or not opposed to the best interest of the Corporation, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his conduct was unlawful.
- (b) The Corporation shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action or suit by or in the right of the Corporation to procure a judgment in its favor by reason of the fact that he/she is or was a director, officer, employee, or agent of the Corporation, or is or was serving at the request of the Corporation as a director, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise against expenses (including attorneys' fees) actually and reasonably incurred by him/her in connection with the defense or settlement of such action or suit if he/she acted in good faith and in a manner he reasonably believed to be in or not opposed to the best interests of the Corporation; provided, however, that no indemnification shall be made in respect to any claim, issue, or matter as to which such person shall have been adjudged to be liable for negligence or misconduct in the performance of his duty to the corporation except

to the extent that the court in which such action or suit was brought shall determine upon application that, despite the adjudication of liability, but in view of all circumstances of the case, such person is fairly and reasonably entitled to indemnity for such expenses which such court shall deem proper.

- (c) The termination of any action, suit, or proceeding by judgment, order settlement, conviction, or upon a plea of *nolo contendere* or its equivalent, shall not, of itself, create presumption that the person did not act in good faith and in a manner which he/she reasonably believed to be in or not opposed to the best interest of the proceeding, had reasonable cause to believe that his/her conduct was unlawful.
- (d) Expenses incurred in defending a civil or criminal action, suit, or proceeding may be paid by the Corporation in advance of the final disposition of such action, suit, or proceeding upon receipt of an undertaking by or on behalf of the director, officer, employee, or agent to repay such amount unless it shall ultimately be determined that he/she is entitled to be indemnified by the Corporation as authorized in this section.
- (e) The indemnification hereunder shall be made only upon a determination in the specific case that indemnification is proper under the substantive standards established hereunder. Such determination shall be made: (1) by the Board by a majority vote of a quorum consisting of directors who were not parties to such action, suit, or proceeding; or (2) if such a quorum is not obtainable, or, even if obtainable, a quorum of disinterested directors so directs, by independent legal counsel in a written opinion; or (3) by the shareholders.
- (f) The Corporation shall have power to purchase and maintain insurance on behalf of any person who is or was a director, officer, employee, or agent of the Corporation, or is or was serving at the request of the Corporation as a director, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise against any liability asserted against him/her and incurred by him/her in any such capacity or arising out of his/her status as such, whether or not the Corporation would have the power to indemnify him/her against such liability under the provisions of this section.

## ARTICLE VI AMENDMENTS

### 6.01. Power to Amend Bylaws

These Bylaws may be amended, repealed, or added to, or new Bylaws may be adopted, by the same action that is required for all decisions of the Board, which is the affirmative vote of a majority of the directors voting at a meeting at which a quorum is present, and when the proposed amendments have been sent to directors prior to such meeting.

ADOPTED this 19<sup>th</sup> day of October, 2012.

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Marvin Reynolds  
President of the Board of Directors

**CERTIFICATION**

The undersigned, as Secretary of the Board of the Corporation, hereby certifies that these Bylaws were adopted and made effective by the Board of the Corporation at a meeting held on October 19, 2012.

---

Ben Klingenstein  
Secretary of the Board of Directors

**ATTACHMENT A  
INDIANA CHARTER SCHOOLS**

**A.01. Applicability of Attachment**

The provisions of this Attachment A to these Bylaws shall govern all activities conducted by Responsive Education Solutions, Inc. (“ResponsiveEd”) pursuant to the Charter School Agreement (“Charter”) dated [INSERT EXECUTION DATE] between the Indiana Charter School Board (“ICSB”) and ResponsiveEd for Premier High School of Indianapolis (“Charter School”).

**A.02. Open Government**

The Board shall comply with the Access to Public Records Act (IC § 5-14-3) and Open Door Law (IC § 5-14-1.5).

**A.03. Conflict of Interest**

- (a) **Board Members.** Any Board member (“Interested Person”), any family member of any Interested Person, or any organization in which the Interested Person has a more than a 2% ownership position, which has any direct or indirect financial interest in any party with which ResponsiveEd contracts for services must disclose to the Board, or to a committee designated by the Board as having the authority to review potential conflicts of interest, the existence of his or her financial interest, and may be given the opportunity to disclose facts material to that interest to the Board or committee. A “financial interest” includes any current or potential ownership interest in, investment interest in, or compensation arrangement with such party. The term “family member” includes any spouse, parent, child, or sibling of the Interested Person. The disinterested members of the Board (that is, all members except for any Interested Person) or committee will evaluate the impact of the Interested Person’s financial interest, assess whether a conflict of interest arises from the financial interest, and determine what action, if any, is appropriate with regard to the financial interest and any conflict of interest. The Board or committee shall conduct whatever additional investigation is considered appropriate under the circumstances.
  
- (b) **Officers and Other Leaders.** Any officer of ResponsiveEd, or individual who is to hold a leadership position in the operation of the Charter School, including any administrative position (together, “Interested Persons”), any family member of any Interested Person, or any organization in which the Interested Person has a more than a 2% ownership position, which has any direct or indirect financial interest in any party with which ResponsiveEd contracts for services must disclose to the Board, or to a committee designated by the Board as having the authority to review potential conflicts of interest, the existence of his or her financial interest, and may be given the opportunity to disclose facts material to that interest to the Board or committee. A “financial interest” includes any

current or potential ownership interest in, investment interest in, or compensation arrangement with such party. The term “family member” includes any spouse, parent, child, or sibling of the Interested Person. The disinterested members of the Board (that is, all members except for any Interested Person) or committee will evaluate the impact of the Interested Person’s financial interest, assess whether a conflict of interest arises from the financial interest, and determine what action, if any, is appropriate with regard to the financial interest and any conflict of interest. The Board or committee shall conduct whatever additional investigation is considered appropriate under the circumstances.

**A.04. Disposition of Remaining Assets Upon Dissolution**

Upon dissolution, all remaining assets—except for funds specified below—shall be used for nonprofit educational purposes. All remaining funds received from the Indiana Department of Education shall be returned to the Indiana Department of Education not more than thirty (30) days after dissolution.

ADOPTED this 18<sup>th</sup> day of January, 2013.

\_\_\_\_\_  
Marvin Reynolds  
President of the Board of Directors

**CERTIFICATION**

The undersigned, as Secretary of the Board of the Corporation, hereby certifies that these Bylaws were adopted and made effective by the Board of the Corporation at a meeting held on January 18, 2013.

\_\_\_\_\_  
Ben Klingenstein  
Secretary of the Board of Directors

Not-for-Profit Status

INTERNAL REVENUE SERVICE  
DISTRICT DIRECTOR  
P. O. BOX 2508  
CINCINNATI, OH 45201

Date: MAR 08 1999

EAGLE EDUCATIONAL REFORM LEARNING  
SYSTEMS INC  
C/O MARK K OBRIANT ATTORNEY  
4123 MANORVIEW LANE  
DALLAS, TX 75228

DEPARTMENT OF THE TREASURY

Employer Identification Number:  
75-2748762

DLN:  
318338082

Contact Person:  
RONALD BENJAMIN ID# 75883

Contact Telephone Number:  
(214) 767-0157

Accounting Period Ending:  
December 31

Form 990 Required:  
Yes

Addendum Applies:  
No

Dear Applicant:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from federal income tax under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3).

We have further determined that you are not a private foundation within the meaning of section 509(a) of the Code, because you are an organization described in sections 509(a)(1) and 170(b)(1)(A)(ii).

If your sources of support, or your purposes, character, or method of operation change, please let us know so we can consider the effect of the change on your exempt status and foundation status. In the case of an amendment to your organizational document or bylaws, please send us a copy of the amended document or bylaws. Also, you should inform us of all changes in your name or address.

As of January 1, 1984, you are liable for taxes under the Federal Insurance Contributions Act (social security taxes) on remuneration of \$100 or more you pay to each of your employees during a calendar year. You are not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Since you are not a private foundation, you are not subject to the excise taxes under Chapter 42 of the Code. However, if you are involved in an excess benefit transaction, that transaction might be subject to the excise taxes of section 4958. Additionally, you are not automatically exempt from other federal excise taxes. If you have any questions about excise, employment, or other federal taxes, please contact your key district office.

Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(1) organization.

Letter 847 (88 CG)

EAGLE EDUCATIONAL REFORM LEARNING

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for federal estate and gift tax purposes if they meet the applicable provisions of Code sections 2055, 2106, and 2522.

Contribution deductions are allowable to donors only to the extent that their contributions are gifts, with no consideration received. Ticket purchases and similar payments in conjunction with fundraising events may not necessarily qualify as deductible contributions, depending on the circumstances. See Revenue Ruling 67-246, published in Cumulative Bulletin 1967-2, on page 104, which sets forth guidelines regarding the deductibility, as charitable contributions, of payments made by taxpayers for admission to or other participation in fundraising activities for charity.

In the heading of this letter we have indicated whether you must file Form 990, Return of Organization Exempt From Income Tax. If Yes is indicated, you are required to file Form 990 only if your gross receipts each year are normally more than \$25,000. However, if you receive a Form 990 package in the mail, please file the return even if you do not exceed the gross receipts test. If you are not required to file, simply attach the label provided, check the box in the heading to indicate that your annual gross receipts are normally \$25,000 or less, and sign the return.

If a return is required, it must be filed by the 15th day of the fifth month after the end of your annual accounting period. A penalty of \$20 a day is charged when a return is filed late, unless there is reasonable cause for the delay. However, the maximum penalty charged cannot exceed \$10,000 or 5 percent of your gross receipts for the year, whichever is less. For organizations with gross receipts exceeding \$1,000,000 in any year, the penalty is \$100 per day per return, unless there is reasonable cause for the delay. The maximum penalty for an organization with gross receipts exceeding \$1,000,000 shall not exceed \$50,000. This penalty may also be charged if a return is not complete, so be sure your return is complete before you file it.

You are required to make your annual return available for public inspection for three years after the return is due. You are also required to make available a copy of your exemption application, any supporting documents, and this exemption letter. Failure to make these documents available for public inspection may subject you to a penalty of \$20 per day for each day there is a failure to comply (up to a maximum of \$10,000 in the case of an annual return).

You are not required to file federal income tax returns unless you are subject to the tax on unrelated business income under section 511 of the Code. If you are subject to this tax, you must file an income tax return on Form 990-T, Exempt Organization Business Income Tax Return. In this letter we are not determining whether any of your present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

Letter 947 (00-06)

EAGLE EDUCATIONAL REFORM LEARNING

You need an employer identification number even if you have no employees. If an employer identification number was not entered on your application, a number will be assigned to you and you will be advised of it. Please use that number on all returns you file and in all correspondence with the Internal Revenue Service.

This determination is based on evidence that your funds are dedicated to the purposes listed in section 501(c)(3) of the Code. To assure your continued exemption, you should keep records to show that funds are expended only for those purposes. If you distribute funds to other organizations, your records should show whether they are exempt under section 501(c)(3). In cases where the recipient organization is not exempt under section 501(c)(3), there should be evidence that the funds will remain dedicated to the required purposes and that they will be used for those purposes by the recipient.

If distributions are made to individuals, case histories regarding the recipients should be kept showing names, addresses, purposes of awards, manner of selection, relationship (if any) to members, officers, trustees or donors of funds to you, so that any and all distributions made to individuals can be substantiated upon request by the Internal Revenue Service. (Revenue Ruling 56-304, C.B. 1956-2, page 306.)

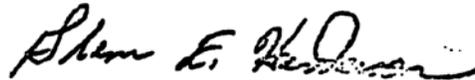
If we have indicated in the heading of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

Because this letter could help resolve any questions about your exempt status and foundation status, you should keep it in your permanent records.

We have sent a copy of this letter to your representative as indicated in your power of attorney.

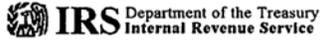
If you have any questions, please contact the person whose name and telephone number are shown in the heading of this letter.

Sincerely yours,



District Director

Letter 947 (00/06)



OGDEN UT 84201-0046

In reply refer to: 0423335246  
May 29, 2008 LTR 252C 0  
75-2748762 000000 00 000  
00004239  
BODC: TE

RESPONSIVE EDUCATION SOLUTIONS  
PO BOX 292730  
LEWISVILLE TX 75029



007850

Taxpayer Identification Number: 75-2748762

Dear Taxpayer:

Thank you for the inquiry dated Nov. 09, 2007.

We have changed the name on your account as requested. The number shown above is valid for use on all tax documents.

If you have any questions, please call us toll free at 1-877-829-5500.

If you prefer, you may write to us at the address shown at the top of the first page of this letter.

Whenever you write, please include this letter and, in the spaces below, give us your telephone number with the hours we can reach you. Also, you may want to keep a copy of this letter for your records.

Telephone Number ( ) \_\_\_\_\_ Hours \_\_\_\_\_

Sincerely yours,

Karen E. Peat  
Dept. Manager, Code & Edit/Entity 3

Enclosure(s):  
Copy of this letter

**State of Indiana  
Office of the Secretary of State**

CERTIFICATE OF AUTHORITY

of

**RESPONSIVE EDUCATION SOLUTIONS, INC.**

I, CONNIE LAWSON, Secretary of State of Indiana, hereby certify that Application for Certificate of Authority of the above Texas Non-Profit Foreign Corporation has been presented to me at my office, accompanied by the fees prescribed by law and that the documentation presented conforms to law as prescribed by the provisions of the Indiana Nonprofit Corporation Act of 1991.

NOW, THEREFORE, with this document I certify that said transaction will become effective Friday, July 13, 2012.

In Witness Whereof, I have caused to be affixed my signature and the seal of the State of Indiana, at the City of Indianapolis, July 13, 2012.



*Connie Lawson*

CONNIE LAWSON,  
SECRETARY OF STATE

2012071300493 / 2012071319358

## APPENDIX C: LEADERSHIP INFORMATION

Attached is the leadership information for Founders' authorized representative, school administrators, and governing board members:

1. Charles Cook, Chief Executive Officer/Superintendent/Board Member
2. Chris Baumann, General Counsel/Authorized Representative
3. Dr. Alan Wimberley, Chief Learning Officer
4. Robert Davison, Chief Operating Officer
5. Marvin Reynolds, Board President
6. Earl Little, Board Vice President
7. Ben Klingenstein, Board Secretary
8. Dan Maddalena, Board Member

### CHARLES COOK

#### Background Check Authorization

A Background Check Authorization Form for Mr. Cook has been included with the unbound original copy of the Prospectus.

#### Résumé

##### Overview

Charles Cook brings over 15 years of experience in private and public education. His experience includes educational leadership, management, finance, and marketing. He developed the nation's largest privately funded adult educational program in Los Angeles, California. This experience has served him well as he has been instrumental in crafting one of the largest and most respected charter school districts in Texas. As the Chief Executive Officer of Responsive Education Solutions, Charles gives oversight to a charter school district which now includes 50 campuses and over 7,000 students. Charles has made it his goal to bring quality education to students from various sides of the socio-economic spectrum. ResponsiveEd campuses are diverse in nature, aiding students who are at-risk of dropping out of school to students who are looking for a greater challenge before beginning their college careers. Each school focuses on a personalized approach which fosters the students to become life-long learners. He gives leadership and vision to his staff of 1,000+ employees and serves with them in the day-to-day operation of ResponsiveEd. One of Charles' greatest strengths is the ability to bring leaders together for a common goal. He is using these strengths today to bring awareness that the charter school movement is a growing force in education in the state of Texas.

Among his many accomplishments, Charles spearheaded the monumental opening of The Foundation School for Autism in San Antonio, the first tuition-free charter school for students with autism in the state of Texas. Charles also serves as the Treasurer of the Board for the Texas Charter School Association (TCSA), the leading charter school advocacy organization in Texas. He earned his Bachelor of Arts Degree in Religion from Luther Rice University in Atlanta, Georgia.

## Experience

1999-Present      Responsive Education Solutions  
**Chief Executive Officer / Superintendent / Board Member**  
Oversee operations of 50 open-enrollment charter campuses  
Corporate staff of over 130 employees  
School District staff of 1,000+ employees  
Annual Revenue of \$72.6 million  
Member of the Board of Directors

1995-1999      School of Tomorrow Publishers  
**Manager of Customer Service**  
Increased sales from 1.7 million to 3.4 million  
Manage 28 full-time employees  
Manage over 1.3 million-dollar cost center budget  
Implemented Customer Care training for 200 corporate employees

1991-1995      Los Angeles Mission  
**Educational Coordinator**  
Developed adult education program  
Over 100 program participants.

## Professional Organizations

Texas Charter School Association (TCSA)  
**Treasurer of the Board of Directors**

## Education

Luther Rice Seminary  
**B.A., Church Ministries**  
Completed degree with 3.2 GPA

## Memorandum

Mr. Cook has no known conflicts of interest.

## CHRIS BAUMANN

### Background Check Authorization

A Background Check Authorization Form for Mr. Baumann has been included with the unbound original copy of the Prospectus.

## Résumé

### Overview

Chris Baumann serves as General Counsel for Responsive Education Solutions (“ResponsiveEd”), a nonprofit corporation that has established, and currently operates, over 60 public charter schools throughout Texas and Arkansas. In his role as General Counsel, Chris is responsible for the management of legal services for ResponsiveEd and providing legal representation in matters involving the corporation. An experienced presenter, Chris has delivered over 200 workshops and keynote speeches to educators and students in 32 states throughout the U.S. as well as cities throughout Mexico, England, and South Africa. In addition, he has over 20 years of experience in public and private education, over 10 years of which have been spent working with charter schools.

### Bar Admissions

- Texas
- United States District Court for the Eastern District of Texas
- United States District Court for the Northern District of Texas
- United States Court of Appeals for the Fifth Circuit
- Supreme Court of the United States

### Professional Associations and Memberships

- National School Boards Association Council of School Attorneys
- Texas Association of School Boards Council of School Attorneys
- Alliance of Public Charter School Attorneys

### Selected Professional Presentations

- Panelist, 3rd Annual Charter School Legal Summit, Dallas Texas (May 20, 2013)
- Presenter, 16th Annual Texas Charter Schools Conference, “Avoiding the Pitfalls of At-Will Employment,” Austin, Texas (December 5, 2012)
- Presenter, Indiana Charter Schools Conference & Expo, “Avoiding the Pitfalls of At-Will Employment,” Indianapolis, Indiana (September 20, 2012)
- Presenter, 14th Annual Texas Charter Schools Conference, “The Fair Labor Standards Act: Pay Now or Pay More Later,” San Antonio, Texas (December 1, 2010)
- Co-Presenter, 13th Annual Texas Charter Schools Conference, “Religious Expression by Charter School Employees,” Grapevine, Texas (May 13, 2010)

### Education

Texas Wesleyan University School of Law, Fort Worth, TX  
J.D., Juris Doctor, 2008

#### Honors:

- Cum Laude
- National Order of Barristers

Participation:

- Law Review, Associate Editor
- Board of Trial Advocates, President
- Mock Trial Competition Team, Member
- Moot Court Competition Team, Member
- Moot Court Honor Society, Member
- Phi Delta Phi International Legal Fraternity, Member

The International Institute, Lewisville, TX

B.A.; Bachelor of Arts in Bible, Communications, and Christian Education; 1994

Honors: Summa Cum Laude

**Other Experience**

Legal:

- Associate, Brown, Dean, Wiseman, Proctor, Hart & Howell, LLP, Fort Worth, TX (August 2008–November 2009)
- Law Clerk, Judge Bonnie Sudderth, 352nd District Court, Fort Worth, TX (January 2008–April 2008)
- Law Clerk, Department of Justice, United States Attorney’s Office, Civil Division, Fort Worth, TX (2006–2007)
- Legal Intern, Office of the Indiana Attorney General, Litigation Division, Civil Rights and Employment Section, Indianapolis, IN (Summer 2006)

Educational:

- Director, Responsive Education Solutions, Lewisville, TX (1999–2008)
- Coordinator, School of Tomorrow, Lewisville, TX (1991–1999)

**Community Activities**

- Presenter, Temple Baptist Church, “A Historical Study of the ‘Wall of Separation between Church and State,’” Flower Mound, Texas (August 15 – September 12, 2012)
- National Mock Trial Competition, Coach, Texas Wesleyan University School of Law (2009)

**Memorandum**

Mr. Baumann has no known conflicts of interest.

**ALAN WIMBERLEY, ED.D.**

**Background Check Authorization**

A Background Check Authorization Form for Dr. Wimberley has been included with the unbound original copy of the Prospectus.

## Résumé

### Overview

Dr. Wimberley serves as Chief Learning Officer for ResponsiveEd, designing, training, and implementing innovative education systems for students. He created new school systems within ResponsiveEd designed for: (1) “high expectation” elementary students; (2) middle school students, blending personalized and teacher-directed environments; and (3) high school students, blending personalized environments with 21<sup>st</sup> century technology. Dr. Wimberley led ResponsiveEd to achieve additional accreditation with the Southern Association of Colleges & Schools, becoming one of the first 200 school systems in the nation to accomplish this distinctive. He is a regular author for education reform/charter school submissions.

### Education

- Ed. D., University of North Texas, Denton, Texas
  - Education Administration, Minor Field: CECS, GPA 3.8
  - Dissertation - “An Analysis of Performance Differences Between Self-Directed and Teacher-Directed Alternative Education Campuses in Texas”
- M. Ed., Liberty University, Lynchburg, Virginia
  - Education Administration, Focus studies in emergent literacy
- B.S., Tarleton State University, Stephenville, Texas

### Career History

- 2002-present, Executive Officer, Responsive Education Solutions, Lewisville, Texas
- 2005-present, Founder/Director, Center for Strategic Learning Systems, Denton, Texas
- 2010-present, Adjunct Professor, University of North Texas, Denton, Texas
- 2011-present, Adjunct Professor, Liberty University, Lynchburg, Virginia
- 2011-present, Adjunct Professor, Dallas Christian College, Dallas, Texas
- 2010-present, Owner/Director, K2G Learning, Pilot Point, Texas
- 2010-present, Board member, Texas State Council, Southern Association of Colleges & Schools
- 2006-present, Board member, International Learning Style Network, St John’s University, New York
- 2008-present, Advisory Board member, ITeachTexas Certification Organization, Denton, Texas
- 2006, Member, Entrepreneurial Education Consortium
- 1998- 2002, Superintendent, Carrollton Christian Academy, Carrollton, Texas
- 1996-1998, Secondary School Administrator, Emmanuel Christian School, Manassas, Virginia
- 1994-1996, Secondary School Administrator, Greenville Christian School, Greenville, Texas
- 1994-1996, Teacher, Athletic Director, Greenville Christian School, Greenville, Texas
- 1988-1996, Coach, Greenville Christian School, Greenville, Texas

### **Selected Professional Presentations**

- “21<sup>st</sup> Century Learning Style Applications,” International Learning Style Institute, Northeastern Oklahoma State University (2011)
- “An Analysis of Performance Differences Between Self-directed and Teacher-directed Alternative Education Campuses in Texas,” University of North Texas Dissertation (2009)
- “Can There Be Remuneration Without Regulation?,” ACSI Conference, Dallas, Texas (2006)
- “The Deformation of Education Reform,” Education Research Exchange Annual Symposium, University of North Texas (2006)

### **Certifications**

- Instructional Leadership Development Training (“ILD”), Region X
- Professional Development Appraisal System Training (“PDAS”), Region X
- Learning Styles Certification, International Learning Styles Network, St John’s, New York
- Certified Facilitator, Signature Program – The Seven Habits of Highly Effective People

### **Accreditation**

- Have served as a certified consultant and team chairman for accreditation teams.
- Have led four school systems on the executive level through accreditation
- Currently serve on the state council for the Southern Association of Colleges & Schools

### **Additional Recognitions**

- 1980 Outstanding Young Men of America
- Directed camps for the mentally handicapped for ten years 1990-2000
- “Final Four Coach,” 1990-91 State Finals, TAPPS Girls Basketball
- “Coach of the Year,” 1990-91, Greenville Herald-Banner Sports Department
- “Final Four Coach,” 1991-92 State Finals, State Runner-Up, TAPPS Basketball
- “Who’s Who Among America’s Teachers,” 1992/96/98
- “Where Are They Now,” Selected as a Distinguished Alumni, University of North Texas (2010)
- Member of Phi Kappa Phi, Graduate Honor Society

### **Memorandum**

Dr. Wimberley has no known conflicts of interest.

### **ROBERT DAVISON**

#### **Background Check Authorization**

A Background Check Authorization Form for Mr. Davison has been included with the unbound original copy of the Prospectus.

## Résumé

### Overview

Robert Davison serves as Chief Operating Officer for ResponsiveEd, managing the day-to-day operations according to established plans, standard operating procedures, and legal and regulatory requirements. He assists the Chief Executive Officer in developing, implementing, and monitoring the operating plans, budgets, goals, objectives and strategic initiatives of ResponsiveEd.

### Education

University of Arkansas Little Rock, Little Rock, AR  
B.A.; Bachelor of Arts, Communication (Minor in Business Administration)

### Professional Experience

- Chief Operating Officer, Responsive Education Solutions, Lewisville, TX (2000–Present)
- Over 10 years' experience as a Chief Operating Officer and Regional Superintendent.
  - Handled Chief Financial duties on an interim basis and increased the revenue and surplus during that time.
  - Oversee various departments, including Facilities, Child Nutrition, Transportation, School Operations, PEIMS, and Special Education.
  - Assist Headmasters in the operation of their schools and work cooperatively with all staff and departments in providing available information for development of programs, reports, and administrative rules.
  - Manage business operations and fiscal policies.
  - Handle district budget preparation and contract management.
  - Promote and facilitate funded grant proposals resulting in innovative curricular programs.
  - Research and write board policies.

Managing Director Broadcast Services, Church on the Rock (1999-2000)

- Produced and Directed Live weekly Television Broadcast.

Senior Video Producer, School of Tomorrow, Lewisville, TX (1992-1999)

- Produced videos and media for K-12 curriculum.
- Produced videos for educational and administrative training.

### Professional Associations and Memberships

- Texas School Business Administrator
- Texas Association of School Business Officials

### Memorandum

Mr. Davison has no known conflicts of interest.

## MARVIN REYNOLDS

### Background Check Authorization

A Background Check Authorization Form for Mr. Reynolds has been included with the unbound original copy of the Prospectus.

### Résumé

- Holder of a Masters of Education Degree in Secondary School Administration from the University of Central Oklahoma
- Post Graduate work for Secondary School Principal at the University of Oklahoma
- Holder of a Standard Oklahoma Teaching Certificate for Secondary Principal (Teacher #068043, Certificate #0596976)
- Served the Oklahoma City Public School System (7 years) as a teacher, counselor, and administrator
- Ordained to the Ministry at Sherwood Baptist Church in Oklahoma City
- Head Master of Sherwood Baptist Academy in Oklahoma City, Oklahoma (14 years)
- Served as an Educational Consultant (4 years) and as a Regional Field Representative (10 years) for Accelerated Christian Education (publishers of school programs)
- Founder and President of the American Academy in Oklahoma City, Oklahoma (K-12) now in the 25<sup>th</sup> year of service
- Served as Board Member, Vice President, and President of the Board of Responsive Education Solutions, headquartered in Lewisville, Texas
- Completion of Board Training for Texas Charter Schools
- Founder and now serving as Executive Director of the National Association of Private Schools with over 15 years serving 175 schools
- Public and private school experience totaling over 45 years

### Memorandum

Mr. Reynolds has no known conflicts of interest.

## EARL LITTLE

### Background Check Authorization

A Background Check Authorization Form for Mr. Little has been included with the unbound original copy of the Prospectus.

### Résumé

- Co-founded Christian Legal Defense and Education Foundation to help organizations who were experiencing legal problems
- President of Christian Law Association from 1981-1991, an organization providing legal advice, memorandums of law, and litigation services
- Director of Development for the International Institute from 1992-1999

## **Memorandum**

Mr. Little has no known conflicts of interest.

## **BEN KLINGENSTEIN**

### **Background Check Authorization**

A Background Check Authorization Form for Mr. Klingenstein has been included with the unbound original copy of the Prospectus.

### **Résumé**

- Served on the board for ResponsiveEd for past 4 years
- Licensed attorney since 2000
- Currently serves as the Executive Director/Compliance Director at JP Morgan Chase
- Conducted sessions at multiple school law conferences

## **Memorandum**

Mr. Klingenstein has no known conflicts of interest.

## **DAN MADDALENA**

### **Background Check Authorization**

A Background Check Authorization Form for Mr. Maddalena has been included with the unbound original copy of the Prospectus.

### **Résumé**

- Served as Director at Open Door Children's Home & School, Cornettsville, KY
- Served as School Teacher and Business Manager at Dallas Christian Academy, Dallas, TX, for four years
- Served as Vice President of Finance at School of Tomorrow publishers, Lewisville, TX, from 1974-1990
- Served on the Board of Directors for Calvary Campus, Letcher, KY (formerly known as Calvary College) as a Board Member from 1976-2003 and as Chairman of the Board from 2003-Present
- Board Member of Responsive Education Solutions, Lewisville, TX, from 2002-Present

## **Memorandum**

Mr. Maddalena has no known conflicts of interest.

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# APPENDIX D: FIVE-YEAR BUDGET

## Five-Year Budget Template

### Proposed Charter School: Founders Classical Academy

	Pre-Opening From approval to opening	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019
Projected Enrollment		450	500	550	600	650

<b>I. Revenues</b>						
Carry-over from previous period	\$0.00	\$1,747.85	\$21,437.10	\$91,924.98	\$213,211.46	\$385,296.53
Per Pupil Payments		\$ 2,906,150	\$ 3,229,056	\$ 3,551,961	\$ 3,874,867	\$ 4,197,772
State Grants - Special Ed		50,962.50	56,625.00	62,287.50	67,950.00	73,612.50
State Grants - Kindergarten		60,000.00	66,666.67	73,333.33	80,000.00	86,666.67
Federal Grants <i>Child Nutrition Program</i>		45,360.00	50,400.00	55,440.00	60,480.00	65,520.00
Federal Planning and Implementation Grant	-					
Other: <i>ResponsiveEd</i>	250,000.00					
<b>Total Revenues</b>	<b>\$250,000.00</b>	<b>\$3,064,220.35</b>	<b>\$3,424,184.32</b>	<b>\$3,834,946.93</b>	<b>\$4,296,508.12</b>	<b>\$4,808,867.92</b>
<b>II. Expenditures</b>						
<b>Human Resources</b>						
Headmaster	52,500.00	90,000.00	90,000.00	90,000.00	90,000.00	90,000.00
Assistant Headmaster	9,166.67	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00
Teachers (FT) Salaries <i>#/yr=25,27,30,33,35</i>	3,654.08	958,619.00	1,065,132.00	1,171,645.00	1,278,159.00	1,384,672.00
Teachers (PT) Salaries <i>[list # of positions]</i>						
Special Education Staff		123,792.00	137,547.00	151,302.00	165,056.00	178,811.00
Special Education Service Vendors						
Clerical Salaries	18,750.00	140,532.00	151,980.00	163,428.00	174,876.00	186,324.00
Custodial Salaries						
Consultants Salaries/Contracts <i>[list individually]</i>						
Other Salaries <i>[list individually]</i>						
Payroll Taxes	6,431.41	105,965.02	116,187.67	126,410.32	136,632.97	146,855.62
Benefits	16,149.99	266,089.95	291,760.15	317,430.37	343,100.58	368,770.79
Professional Development	1,000.00	4,570.00	5,050.00	5,530.00	6,010.00	6,490.00
Substitute Teachers		17,220.70	19,134.10	21,047.52	22,960.94	24,874.34
Board Recruitment						
Board Development						
Other Human Resources Expenses						
<b>Total Human Resources</b>	<b>107,652.15</b>	<b>1,761,788.67</b>	<b>1,931,790.93</b>	<b>2,101,793.21</b>	<b>2,271,795.49</b>	<b>2,441,797.75</b>
<b>Facility</b>						
Rent	1,500.00	459,370.88	510,412.08	561,453.29	612,494.50	663,535.71
Mortgage						
Renovation/Construction						
Debt Service						
Security		2,400.00	3,000.00	3,600.00	4,200.00	4,800.00
Utilities		72,000.00	75,000.00	78,000.00	81,000.00	84,000.00
Maintenance		35,000.00	35,000.00	35,000.00	35,000.00	35,000.00
Other Facility Expenses		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
<b>Total Facility</b>	<b>1,500.00</b>	<b>569,770.88</b>	<b>624,412.08</b>	<b>679,053.29</b>	<b>733,694.50</b>	<b>788,335.71</b>

**Five-Year Budget Template**

**Proposed Charter School: Founders Classical Academy**

	Pre-Opening <i>From approval to opening</i>	Fiscal Year <u>2015</u>	Fiscal Year <u>2016</u>	Fiscal Year <u>2017</u>	Fiscal Year <u>2018</u>	Fiscal Year <u>2019</u>
Projected Enrollment		450	500	550	600	650
<b>Materials/Supplies/Equipment</b>						
Textbooks and Other Instructional Supplies	200.00	76,939.20	85,488.00	94,036.80	102,585.60	111,134.40
Special Education Curriculum and Resources	50.00	1,080.00	1,200.00	1,320.00	1,440.00	1,560.00
Student Attendance Incentives		2,592.00	2,880.00	3,168.00	3,456.00	3,744.00
Graduation and End of Year Awards		4,320.00	4,800.00	5,280.00	5,760.00	6,240.00
Assessments						
Instructional Equipment						
Classroom Technology	45,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
Office Technology						
Instructional Software						
Office Supplies	1,000.00	8,640.00	9,600.00	10,560.00	11,520.00	12,480.00
Library						
Office Furniture		22,500.00	22,500.00	22,500.00	22,500.00	22,500.00
Classroom Furniture & Copier	73,000.00					
Other Equipment		780.00	780.00	780.00	780.00	780.00
Copying and Reproduction	800.00	3,600.00	3,600.00	3,600.00	3,600.00	3,600.00
Postage and Shipping	150.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Telephone/Fax Lines	800.00	3,600.00	3,600.00	3,600.00	3,600.00	3,600.00
Long Distance Telephone Expenses						
Internet Access		12,000.00	12,000.00	12,000.00	12,000.00	12,000.00
Other Materials/Supplies/Equipment		4,000.00	4,000.00	4,000.00	4,000.00	4,000.00
<b>Total Materials/Supplies/Equipment</b>	<b>121,000.00</b>	<b>161,051.20</b>	<b>171,448.00</b>	<b>181,844.80</b>	<b>192,241.60</b>	<b>202,638.40</b>
<b>Additional Costs</b>						
Contracted Services - Social Work		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Contracted Services - Health Screening		8,640.00	9,600.00	10,560.00	11,520.00	12,480.00
Contracted Services - Student Services		2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Business Services - Administration Fee		435,922.50	484,358.33	532,794.17	581,230.00	629,665.83
Insurance		4,000.00	4,000.00	4,000.00	4,000.00	4,000.00
Marketing/Development	10,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Legal Expenses	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Accounting/Audit	5,000.00	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00
Transportation/Travel	2,100.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Field Trips		5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Food Service		45,360.00	50,400.00	55,440.00	60,480.00	65,520.00
Other		6,250.00	6,250.00	6,250.00	6,250.00	6,250.00
<b>Total Additional Costs</b>	<b>18,100.00</b>	<b>550,172.50</b>	<b>604,608.33</b>	<b>659,044.17</b>	<b>713,480.00</b>	<b>767,915.83</b>
<b>Total Revenues</b>	<b>\$250,000.00</b>	<b>\$3,064,220.35</b>	<b>\$3,424,184.32</b>	<b>\$3,834,946.93</b>	<b>\$4,296,508.12</b>	<b>\$4,808,867.92</b>
<b>Total Expenditures</b>	<b>248,252.15</b>	<b>3,042,783.24</b>	<b>3,332,259.34</b>	<b>3,621,735.47</b>	<b>3,911,211.59</b>	<b>4,200,687.69</b>
<b>Balance</b>	<b>\$1,747.85</b>	<b>\$21,437.10</b>	<b>\$91,924.98</b>	<b>\$213,211.46</b>	<b>\$385,296.53</b>	<b>\$608,180.23</b>

## APPENDIX E: CASH FLOW ANALYSIS FOR FIRST FISCAL YEAR OF OPERATION

First Fiscal Year Cash Flow Analysis Template														
Founders Classical Academy	Fiscal Year 2014	July 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Assumptions
450	Projected Enrollment													
\$ 6,838	Per Pupil Payment													
<b>I. Income</b>														
Basic Grant	2,906,150	242,179	242,179	242,179	242,179	242,179	242,179	242,179	242,179	242,179	242,179	242,179	242,179	See Budget Section III.D.
<b>State Basic Support</b>	<b>2,906,150</b>	<b>242,179</b>												
Common School Loan														
<b>Common School Loan</b>														
Student Lunch														
Student Breakfast														
State Matching Funds														
Federal Lunch Program	45,360		4,124	4,124	4,124	4,124	4,124	4,124	4,124	4,124	4,124	4,124	4,124	
Federal Breakfast Reimbursement														
<b>Student Lunch Revenue</b>	<b>45,360</b>	<b>-</b>	<b>4,124</b>											
Committed Donations														
<b>Contribution Income</b>														
Professional Development														
State Remediation Program	50,963	4,247	4,247	4,247	4,247	4,247	4,247	4,247	4,247	4,247	4,247	4,247	4,247	
Title I														
Full Day Kindergarten	60,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
Other Federal Grants														
<b>Prof Dev / Federal Grants</b>	<b>110,963</b>	<b>9,247</b>												
Interest Income														
<b>Interest Income</b>														
Textbook Fees														
Textbook Reimbursement														
Before and after care														
Other income - Startup Carryover	1,748	1,748												
ResponsiveEd	-	150,000												-150,000
Overpayments / Refunds														
<b>Other Income</b>														
<b>Total Income</b>	<b>3,064,220</b>	<b>403,174</b>	<b>255,550</b>	<b>105,550</b>										
<b>II. Expenses</b>														
<b>Instructional Expenses</b>														
Teacher Salaries	958,619	87,147	87,147	87,147	87,147	87,147	87,147	87,147	87,147	87,147	87,147	87,147	87,147	
Special Ed Salaries	123,792	11,254	11,254	11,254	11,254	11,254	11,254	11,254	11,254	11,254	11,254	11,254	11,254	
Instructional Assistant Salaries	103,032	9,367	9,367	9,367	9,367	9,367	9,367	9,367	9,367	9,367	9,367	9,367	9,367	
Substitutes	17,221	1,566	1,566	1,566	1,566	1,566	1,566	1,566	1,566	1,566	1,566	1,566	1,566	
<b>Salaries &amp; Wages</b>	<b>1,202,664</b>	<b>109,333</b>	See Budget Section III.D.											
PERF Expense (IN Retirement)	90,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	

First Fiscal Year Cash Flow Analysis Template														
Founders Classical Academy	Fiscal Year 2014	July 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Assumptions
Payroll Taxes	92,004	8,364	8,364	8,364	8,364	8,364	8,364	8,364	8,364	8,364	8,364	8,364	8,364	
Workman's Comp	5,653	514	514	514	514	514	514	514	514	514	514	514	514	
Employee Ins	87,073	7,916	7,916	7,916	7,916	7,916	7,916	7,916	7,916	7,916	7,916	7,916	7,916	
Unemployment Tax	48,107	4,373	4,373	4,373	4,373	4,373	4,373	4,373	4,373	4,373	4,373	4,373	4,373	
TRF Expense														
Other Benefits														
<b>Payroll Taxes &amp; Benefits</b>	<b>323,035</b>	<b>29,367</b>	<b>29,367</b>	-										
Classroom Supplies	10,843	5,422			2,711				2,711					
Special Ed Supplies	1,080	540			270				270					
Textbooks	64,800	64,800												
Library	1,296	1,296												
<b>Supplies/Materials/Equipment</b>	<b>78,019</b>	<b>72,058</b>	-	-	2,981	-	-	-	2,981	-	-	-	-	-
Special Education Services and Resources	1,000	100	100	100	100	100	100	100	100	100	100			
Health Screening	8,640	7,920	80	80	80	80	80	80	80	80	80			
Other Professional Consulting/Professional	2,000	200	200	200	200	200	200	200	200	200	200			
<b>Professional Services</b>	<b>11,640</b>	<b>8,220</b>	<b>380</b>	-	-	-								
Staff Development	4,570	3,808					762							
Supplies														
Travel														
Training Supplies														
<b>Training Expenses</b>	<b>4,570</b>	<b>3,808</b>	-	-	-	-	762	-	-	-	-	-	-	-
Class Trips	5,000						2,500				2,500			
Student Attendance Incentive	2,592	216	216	216	216	216	216	216	216	216	216	216	216	
Graduation and End of Yr Awards	4,320												4,320	
Transportation														
<b>Other Expenses</b>	<b>11,912</b>	<b>216</b>	<b>216</b>	<b>216</b>	<b>216</b>	<b>216</b>	<b>2,716</b>	<b>216</b>	<b>216</b>	<b>216</b>	<b>2,716</b>	<b>216</b>	<b>4,536</b>	
<b>Total Instructional Expense</b>	<b>1,631,840</b>	<b>223,002</b>	<b>139,296</b>	<b>139,296</b>	<b>142,277</b>	<b>139,296</b>	<b>142,558</b>	<b>139,296</b>	<b>142,277</b>	<b>139,296</b>	<b>141,796</b>	<b>138,916</b>	<b>4,536</b>	
<b>General &amp; Administrative Expenses</b>														
Headmaster Salary	90,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	
Assistant Headmaster	55,000	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	
Other Administrator(s) Salary -Secretary <i>(list individually, adding new lines for each)</i>	37,500	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	
<b>Salaries &amp; Wages</b>	<b>182,500</b>	<b>15,208</b>	<b>15,208</b>											
PERF Expense (IN Retirement)	13,688	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	
Payroll Taxes	13,961	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	
Workman's Comp	858	71	71	71	71	71	71	71	71	71	71	71	71	
Employee Insurance	13,213	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	
Unemployment Tax	7,300	608	608	608	608	608	608	608	608	608	608	608	608	
TRF Expense														
Other Benefits														

First Fiscal Year Cash Flow Analysis Template														
Founders Classical Academy	Fiscal Year 2014	July 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Assumptions
<b>Payroll Taxes &amp; Benefits</b>	49,020	4,085	4,085	4,085	4,085	4,085	4,085	4,085	4,085	4,085	4,085	4,085	4,085	
Postage	1,000	667	30	30	30	30	30	30	30	30	30	30	30	
Printing	3,600	2,400	109	109	109	109	109	109	109	109	109	109	109	
General Supplies	8,640	5,760	262	262	262	262	262	262	262	262	262	262	262	
Other Equipment Rental	780	65	65	65	65	65	65	65	65	65	65	65	65	
<b>Supplies/Materials/Equip</b>	14,020	8,892	466	466	466	466	466	466	466	466	466	466	466	
Legal Fees	1,000	83	83	83	83	83	83	83	83	83	83	83	83	
Prof Services														
Business Services	435,923	36,327	36,327	36,327	36,327	36,327	36,327	36,327	36,327	36,327	36,327	36,327	36,327	
Payroll Services														
Accounting Fees	34,000	2,833	2,833	2,833	2,833	2,833	2,833	2,833	2,833	2,833	2,833	2,833	2,833	
Bank Fees														
Equip Mtnc/Repair	1,000	83	83	83	83	83	83	83	83	83	83	83	83	
<b>Professional Services</b>	471,923	39,327	39,327	39,327	39,327	39,327	39,327	39,327	39,327	39,327	39,327	39,327	39,327	
Advertising	5,000	5,000												
Marketing Supplies														
Community Relations	5,000	5,000	-	-	-	-	-	-	-	-	-	-	-	
Travel	2,000	1,667	37	37	37	37	37	37	37	37	37			
Dues														
Refund														
Other Expenses	2,000	1,667	37	37	37	37	37	37	37	37	37			
<b>Total General/Admin Expenses</b>	724,462	74,179	59,123	59,123	59,123	59,123	59,123	59,123	59,123	59,123	59,123	59,086	59,086	
<b>Facilities Expenses</b>														
Janitorial & Supplies	3,000	250	250	250	250	250	250	250	250	250	250	250	250	
Repair & Maintenance	1,000	83	83	83	83	83	83	83	83	83	83	83	83	
Utilities														
Furniture & Replacements	22,500	22,500												
<b>Supplies/Materials/Equip</b>	26,500	22,833	333	333	333	333	333	333	333	333	333	333	333	
Rent or Mortgage	459,371	38,281	38,281	38,281	38,281	38,281	38,281	38,281	38,281	38,281	38,281	38,281	38,281	
Leasehold Improvements														
<b>Rent/Leasehold Improvements</b>	459,371	38,281	38,281	38,281	38,281	38,281	38,281	38,281	38,281	38,281	38,281	38,281	38,281	
Cleaning Services	15,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	
Bldg Mtnc/Repairs	19,000	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	
Trash Removal														
Grounds Mtnc	1,000	83	83	83	83	83	83	83	83	83	83	83	83	
Security	2,400	200	200	200	200	200	200	200	200	200	200	200	200	
Other														
<b>Professional Services</b>	37,400	3,117	3,117	3,117	3,117	3,117	3,117	3,117	3,117	3,117	3,117	3,117	3,117	
Telephone	3,600	300	300	300	300	300	300	300	300	300	300	300	300	
Utilities	72,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	

First Fiscal Year Cash Flow Analysis Template														
Founders Classical Academy	Fiscal Year 2014	July 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Assumptions
Utilities	75,600	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300
Insurance	4,000	333	333	333	333	333	333	333	333	333	333	333	333	333
Treas Bond														
Insurance Expense	4,000	333	333	333	333	333	333	333	333	333	333	333	333	333
Total Facilities Expenses	602,871	70,864	48,364	48,364	48,364	48,364	48,364	48,364	48,364	48,364	48,364	48,364	48,364	48,364
Technology Expenses														
Computers/Software	20,000	20,000												
Other														
Supplies/Materials/Equip	20,000	20,000	-	-	-	-	-	-	-	-	-	-	-	-
Tech Mtnc/Repair														
Internet	12,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Other														
Professional Services	12,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Technology Expenses	32,000	21,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Debt Retirement														
Common School Loan														
Other Expenses														
Food Purchases	45,360	2,268	4,788	4,788	4,788	4,788	4,788	4,788	4,788	4,788	4,788			
Kitchen Supplies														
Kitchen Equipment														
School Lunch	45,360	2,268	4,788	4,788	4,788	4,788	4,788	4,788	4,788	4,788	4,788	-	-	-
Athletic Supplies														
Bus Storage														
Supplies/Parent Workshops														
Other Expenses														
Other Expenses	6,250	521	521	521	521	521	521	521	521	521	521	521	521	521
Total Other Expenses	51,610	2,789	5,309	5,309	5,309	5,309	5,309	5,309	5,309	5,309	5,309	521	521	521
Total Expense	3,042,783	391,833	253,092	253,092	256,073	253,092	256,354	253,092	256,073	253,092	255,592	247,887	113,507	
Net Income	21,437	11,340	2,457	2,457	(524)	2,457	(804)	2,457	(524)	2,457	(43)	7,662	(7,958)	
Beginning Cash Balance	-		11,340	13,798	16,255	15,731	18,189	17,384	19,842	19,318	21,775	21,733	29,395	
Ending Cash Balance	21,437	11,340	13,798	16,255	15,731	18,189	17,384	19,842	19,318	21,775	21,733	29,395	21,437	