

2018 Cyber Charter School Application

May 2018



**COMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF EDUCATION**

333 Market Street
Harrisburg, PA 17126-0333
www.education.pa.gov



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Cyber Charter School Requirements and Application

Introduction

This application format serves as the framework for the official 2018 application, submitted by a cyber charter school applicant to the Pennsylvania Department of Education (PDE). In developing this format, the research-based components that are identified as essential in the planning process for the creation of a cyber charter school serve as the basis for this framework. The five essential components are School Design, Needs Assessment, Governance, Finance/Facility; and Administration. In addition to the requirements that follow, when completing the application the applicant should review and refer to the two Basic Education Circulars on charter and cyber charter schools. [Charter and cyber charter school Basic Education Circulars](#).

The deadline for submitting the 2018 Cyber Charter School Application is 5:00 PM Eastern Standard Time, Monday, October 1, 2018. One (1) paper and four (4) electronic copies (i.e., CD or thumb drive) of the application must be submitted to PDE's Charter School Office at 333 Market Street, 3rd Floor, Harrisburg, PA 17126 by the application deadline. Any questions should be directed to: Charter Schools Office, (717) 787-9744, Ra-charterschools@pa.gov

PDE will not accept any documents submitted to PDE after the application deadline as part of the application or as part of the record before PDE. Any communications outside of the public hearing with PDE and/or with other Commonwealth agencies regarding the application that occur before, or after, the application deadline will neither become part of the application nor part of the record before PDE. Only the written application submitted to PDE by the application deadline, testimony provided at the public hearing, and written comments timely submitted by persons or entities other than the applicant, will constitute the record before PDE on which PDE will base its decision to grant or deny the application.

Through submission of this application, the applicant expressly acknowledges and agrees with this policy.

Application Requirements

In the development of your application, you are required to expand upon each of the five essential components as outlined on pages 8 through 16. Successful applicants will be knowledgeable in the implementation of all federal and state requirements that are applicable to cyber charter schools.

In order for PDE to effectively assess the adequacy and appropriateness of the proposed cyber charter school, the application must be completed in its entirety and all application requirements must be addressed in detail. At a minimum, an applicant must provide the information required in this application and in sections 1719-A and 1747-A of the Charter School Law (CSL), and describe how the school will meet the requirements of section 1743-A(c) and (d), the provisions regarding the dissemination of information to parents and school district, and section 1748-A, the provisions requiring the notification of enrollment and withdrawal from a cyber charter school. Failure to include this information will result in PDE returning the incomplete application to the applicant. If PDE returns the application to the applicant, it will not be considered to have been properly filed with PDE and no further action will be required or taken by PDE on the application. PDE will accept a resubmitted, complete application, if received prior to October 2. Otherwise, the applicant should submit a new and complete application for the following school year in accordance with the timelines and procedures of the CSL.

Section 1719-A

1. The identification of the cyber charter applicant.
2. The name of the proposed cyber charter school.
3. The grade or age levels served by the cyber charter school.
4. The proposed governance structure of the cyber charter school, including a description and method for the appointment or election of the board of trustees.
5. The mission and (measurable) education goals of the cyber charter school, the curriculum to be offered and the methods of assessing whether students are meeting educational goals. Cyber charter school students shall be required to meet the same testing and academic performance standards established by law and regulations applicable to public school students.
6. The admission policy and criteria for evaluating student admission which shall comply with the requirements of section 1723-A (of the Charter School Law).
7. Procedures which will be used regarding the suspension or expulsion of pupils.
8. Information on the manner in which community groups will be involved in the cyber charter school planning process.
9. The financial plan for the cyber charter school and the provisions which will be made for auditing the school under section 437 (of the Public School Code).
10. Procedures which shall be established to review complaints of parents regarding the operation of the cyber charter school.
11. A description of and address of the physical facility in which the cyber charter school will be located and the ownership thereof and any lease arrangements.

12. Information on the proposed school calendar for the cyber charter school, including the length of the school day and school year consistent with provisions of section 1502.
13. The proposed faculty and a professional development plan for the faculty of a cyber charter school.
14. Whether any agreements have been entered into or plans developed with the local school district regarding participation of the cyber charter school students in extracurricular activities within the school district. Notwithstanding any provision to the contrary, no school district of residence shall prohibit a student of a cyber charter school from participating in any extracurricular activity of that school district of residence: provided, that the student is able to fulfill all of the requirements of participation in such activity and the cyber charter school does not provide the same extracurricular activity.
15. A report of criminal history record, pursuant to section 111, for all individuals who shall have direct contact with students. Direct contact includes contact through any electronic means.
16. An official clearance statement regarding child injury or abuse from the Department of Public Welfare as required by 23 Pa.C.S. Ch. 63 Subch. C.2 (relating to background checks for employment in schools) for all individuals who shall have direct contact with students. Direct contact includes contact through any electronic means.
17. How the cyber charter school will provide adequate liability and other appropriate insurances for the cyber charter school, its employees and its board of trustees.

Section 1747-A

1. The curriculum to be offered and how it meets the requirements of 22 Pa. Code Ch.4 (relating to academic standards and assessment) or subsequent regulations promulgated to replace 22 Pa. Code Ch. 4.
2. The number of courses required for elementary and secondary students.
3. An explanation of the amount of online time required for elementary and secondary students.
4. The manner in which teachers will deliver instruction, assess academic progress and communicate with students to provide assistance.
5. A specific explanation of any cooperative learning opportunities, meetings with students, parents and guardians, field trips or study sessions.
6. The technology, including types of hardware and software, equipment and other materials which will be provided by the cyber charter school to the student.
7. A description of how the cyber charter school will define and monitor a student's school day, including the delineation of on-line and off-line time.
8. A description of commercially prepared standardized achievement tests that will be used by the cyber charter school in addition to the Pennsylvania System of School Assessment test, including the grade levels that will be tested and how the data collected from the tests will be used to improve instruction.
9. The technical support that will be available to students and parents or guardians.
10. The privacy and security measures to ensure the confidentiality of data gathered online.

11. The level of anticipated enrollment during each school year of the proposed cyber charter school including expected increases due to the addition of grade levels.
12. The methods to be used to insure the authenticity of student work and adequate proctoring of examinations.
13. The provision of education and related services to students with disabilities, including evaluation and the development and revision of individualized education programs.
14. Policies regarding truancy, absences and withdrawal of students, including the manner in which the cyber charter school will monitor attendance consistent with the provisions of section 1715-A (9).
15. The types and frequency of communication between the cyber charter school and the students and the manner in which the cyber charter school will communicate with parents and guardians.
16. The addresses of all facilities and offices of the cyber charter school, the ownership thereof and any lease arrangements. If the cyber charter school has more than one facility, it must designate the administrative office where all student records shall be maintained as required by section 1748-A(h).

Section 1743-A(c)(d)

1. Describe how your cyber charter school will make available upon request, either in writing or electronically, the following information to each student's school district of residence:
 - a. A copy of the charter.
 - b. A copy of the cyber charter school application.
 - c. A copy of all annual reports prepared by the cyber charter school.
 - d. A list of all students from that school district enrolled in the cyber charter school.
2. Describe how the cyber charter school upon request and prior to the student's first day in the cyber charter school will provide, either in writing or electronically, the following information to the parent or guardian of a student:
 - a. A list and brief description of the courses of instruction the student will receive. The list shall be updated annually for each grade level in which the student is enrolled.
 - b. A description of the lessons and activities to be offered online and offline.
 - c. The manner in which attendance will be reported and work will be authenticated.
 - d. A list of all standardized tests the student will be required to take during the school year and the place where the test will be administered, if available.
 - e. The meetings to be held during the school year between a parent or guardian and a teacher and among other school officials or parents or guardians and the manner in which the parent or guardian will be notified of the time and place for the meeting.
 - f. The address of the cyber charter school and the name, telephone number and e-mail address of the school administrator and other school personnel.
 - g. A list of any extracurricular activities provided by the cyber charter school.

- h. The names of the student's teachers, if available, and the manner in which each teacher can be contacted by the student or the parent or guardian.
- i. A list of all services that will be provided to the student by the cyber charter school.
- j. Copies of policies relating to computer security and privacy, truancy, absences, discipline and withdrawal or expulsion of students.
- k. Information on:
 - i. The cyber charter school's professional staff, including the number of staff personnel, their education level and experience.
 - ii. The cyber charter school's performance on the PSSA and other standardized test scores.
- l. Information regarding the proper usage of equipment and materials and the process for returning equipment and materials supplied to the students by the cyber charter school. A parent or guardian shall acknowledge either in writing or electronically, the receipt of this information.
- m. A description of the school calendar, including, but not limited to, the time frame that will constitute a school year and a school week, holiday and term breaks.

Section 1748-A

1. Within 15 days of the enrollment of a student to a cyber charter school, the parent or guardian and the cyber charter school shall notify the student's school district of residence of the enrollment through the use of the notification form developed by the Department of Education.
2. The cyber charter school and the parent or guardian shall provide written notification to the school district of residence within 15 days following the withdrawal of a student from the cyber charter school.

CYBER CHARTER SCHOOL APPLICATION FACT SHEET

This application fact sheet is intended to be a “finger-tip” summary of your application. The information furnished below must be an accurate representation of the application and must correspond to the information provided in the body of the application.

Proposed Charter School Name (Must Include “Charter School” in the Title):

Proposed Charter School Location

Address:

City/Town:

Zip Code:

County:

Intermediate Unit:

Proposed Start Date:

Federal Employer Identification Number:

Contact Person:

First:

Middle:

Last:

Organization:

City:

State:

Zip Code:

Telephone:

Fax Number:

E-mail:

Indicate Number of Representatives per Group

Founding Coalition

Group	Number of Representatives
Parents	
Teachers	
Business Partners	
Community Based Organizations	
Museums	
Higher Education	
Other Group - Identify:	

Grade and Age Ranges

Group	Grade/Age Range
Elementary	
Secondary	
Age of Kindergarten	
Age of Beginners	
Grades Educated	K 1 2 3 4 5 6 7 8 9 10 11 12
Kindergarten	Full Day Half Day

Projected Student Enrollment Year 1-5

Year	Enrollment
1 st Year	
2 nd Year	
3 rd Year	
4 th Year	
5 th Year	
Total Number of Teachers	

Does the cyber charter applicant have an existing retirement system?

Yes No

Does the applicant group presently have access to a facility suitable for the cyber charter school's administrative offices?

Yes No

School Focus: Describe, in brief terms and on an additional page, the proposed cyber charter school's mission, educational focus, and other essential characteristics.

I. SCHOOL DESIGN

1. Mission Statement

- A. Briefly describe the core philosophy or underlying purpose of the proposed school.
- B. What is your overarching vision of the school?

Explanation: Define a concise plan for an innovative public school that will lead to improved educational performance. Consistency between the mission and the educational programs should be articulated to achieve improved performance.

2. Measurable Goals and Objectives

- A. What are the school's **measurable** academic goals and objectives to promote student learning?
- B. What are the school's **measurable** non-academic goals and objectives to promote student performance?

*Explanation: Develop clear, **measurable** goals with objectives for building the educational program that reflects a commitment to academic excellence for all students.*

3. Educational Program

- A. Describe the educational program of the school, providing a detailed description of the curriculum and the content in all subject areas.
- B. Describe how your school will meet the educational needs of students with disabilities in accordance with Chapter 711. Provide a projection of the number and type of special education programs that will be operated directly by your charter school or through contracts. Provide a projection of the number and type of related services that will be provided directly by the charter school or through contracts.
- C. Describe the teaching methods that will be used to deliver instruction and assess academic performance. How will this pedagogy enhance student learning?
- D. Attach the school calendar and identify hours of the school operation, as per Section 1715-A(9).

Explanation: Describe effective teaching methods, curriculum, and a specific plan to meet the needs of ALL students that are consistent with the mission of your school.

4. School Accountability

- A. What methods of self-assessment or evaluation will be used to ensure that the school is meeting its stated mission and objectives?
- B. How will teachers and administrators be evaluated? Describe your standards for teacher and staff performance.

- C. How will your school be accountable to the parents of the children attending your school?
- D. Discuss your plan for regular review of school budgets and financial records.
- E. Describe your system for maintaining school records and disseminating information as required under the Family Educational Rights and Privacy Act (FERPA).
- F. Describe your system for maintaining accurate student enrollment and withdrawal information as required under Section 1748-A, Enrollment and Notification.
- G. Describe plans to evaluate student performance.
- H. How will student development toward the school's overall learning goals and objectives be measured?
- I. Describe how student evaluation will be used to improve student achievement and attain the stated learning objectives.

Explanation: Describe your commitment to high academic standards for all students; well-developed evaluation program for either school-developed or standardized testing; use of the Pennsylvania System of School Assessment (PSSA) or the PA Alternate School Assessment (PASA); and an analysis of assessment results to improve student performance.

5. School Community

- A. Describe the relationship of your school with the surrounding community.
- B. Describe the nature and extent of parent involvement in the school's mission.
- C. Describe procedures established to review complaints of parents regarding operation of the charter school.

Explanation: Describe expectations of family members (or guardians) to be active participants in their children's education and the integration plan of the school to collaborate with other community organizations.

6. Extracurricular activities (athletics, publications and organizations)

- A. Describe the program of extracurricular activities planned for the charter school.
Note: Charter schools shall be permitted, if otherwise qualified, to be members of the Pennsylvania Interscholastic Athletic Association.
- B. Describe whether any agreements have been entered into or plans developed with the local school district regarding participation of the charter school students in extracurricular activities within the school district.

Explanation: Identify organized activities that complement the mission of the cyber charter school and the programs in the students' school districts of residence.

7. Technology Support

- A. Describe how your cyber charter school uses technology to provide a significant portion of its curriculum and to deliver a significant portion of instruction using the Internet or other electronic means.
- B. Describe how you will improve student achievement through effective uses of technology.
- C. Describe the technical support that will be provided to students and parents.
- D. Describe the policy for ensuring the privacy and security measures that will guarantee the confidentiality of data gathered online.
- E. Describe the methods to ensure authenticity of student work and the proctoring of exams.
- F. Describe equipment such as hardware, software and Internet connections to be provided to students.

II. NEEDS ASSESSMENT

1. Statement of Need

- A. Why is there a need for this type of school?
- B. Explain why the cyber charter school model is an appropriate vehicle to address this need.

Explanation: Provide recognition of potential opportunities to improve service and expand choices for students and parents.

2. School Demographics

- A. What are the school's enrollment projections for each of the first five years? What is the school's ultimate enrollment goal? What grades will be served? What is the entry age for kindergarten students and the entry age for beginners? How many students are expected to be in each grade or grouping?
- B. Describe the community or region where the school, particularly the administrative office, will be located.
- C. Why was this location selected? Are there other locations suitable to the needs and focus of the school?
- D. Describe any unique demographic characteristics of the student population to be served including primary languages spoken.

Explanation: Provide a description of the students to be served and the community in which the school will be located.

3. District Relations/Evidence of Support

- A. Provide evidence that your cyber charter school has the sustainable support to operate.
- B. What efforts have you made to notify the district(s) from which your charter school would draw students?
- C. What efforts will be implemented to maintain a collaborative relationship with school districts?
Note: Please attach letters of intent that were sent to all school districts from which the cyber charter school could reasonably expect to draw students.
- D. Convey the scope of community backing for the proposed charter school and its founding coalition. Document community support among teachers, parents, students, community members, institutional leaders and others through the use of letters of support, surveys, or other tangible means.

Explanation: Document efforts to foster open communications with local school districts; evidence that the founders inspire the confidence of their targeted community; evidence that the program provides an attractive educational alternative to students and parents; and evidence that the breadth of community support extends beyond the core group of founders.

III. GOVERNANCE

1. Profile of Founding Coalition

- A. Describe the makeup of the group or partnership that is working together to apply for a charter, including the names of the founders, their background and experiences, and references for each.
- B. Discuss how the group came together, as well as any partnership arrangements with existing schools, educational programs, businesses, non-profits, or any other entities or groups. Provide information on the manner in which community groups are involved in the charter school planning process.
- C. Include any plans for further recruitment of founders or organizers of the school.

Explanation: Describe a group that is composed of people with a range of professional skills capable of the organizational, financial, pedagogical, legal and other skills required to operate a functioning public school.

2. Governance

- A. Describe the proposed management organization of the school, including the following requirement:

An affirmative vote of a majority of the members of the Board of Trustees of the cyber charter school, duly recorded, showing how each member voted, shall be used in order to take action on the following subjects:

- School calendar (must include 990 hours or 180 days of instruction for secondary students [grades 7-12] and 900 hours or 180 days for elementary students [grades 1-6]. School cannot be kept open for students or staff on Sundays, Fourth of July, Memorial Day, Thanksgiving, the first of January, Christmas, or Saturdays unless Monday is the weekly holiday for the entire school year)
- Adopting textbooks
- Appointing or dismissing charter school administrators
- Adopting the annual budget
- Purchasing or selling of land
- Locating new buildings or changing the locations of old ones
- Creating or increasing any indebtedness
- Adopting courses of study
- Designating depositories for school funds
- Entering into contracts of any kind where the amount involved exceeds 200
- Fixing salaries or compensation of administrators, teachers or other employees of the charter school.

- Entering into contracts with and making appropriations to an intermediate unit, school district or Area Vocational/Technical School for the charter's proportionate share of the cost of services provided or to be provided by the foregoing entities.
- B. How will the Board of Trustees be selected?
- C. What steps will be taken to maintain continuity between the founding coalition's vision and the Board of Trustees?
- D. Describe the roles and responsibilities of the board.
- E. What steps will be taken to facilitate a productive relationship between administrators and teachers?
- F. Discuss the nature of parental and student involvement in decision-making matters where appropriate.
- G. Submit copies of the school's Articles of Incorporation, by-laws and contracts, and other documents required by applicable law. Requirements for the bylaws are as follows:
- The bylaws must contain a provision for "failure to organize or neglect of duty". Specifically, the bylaws must outline a removal procedure for the failure of a board member to perform his or her duties as outlined in the Charter School Law.
 - No board member shall, as a private citizen, engage in any business transaction with the charter school of which he or she is a trustee, be employed in any capacity by the charter school of which he or she is a trustee, or receive from such charter school any pay for services rendered to the charter school.
 - A charter school Board of Trustees shall have a designated treasurer who shall receive all funds including local, state and federal funds and privately donated funds. The treasurer shall also make payments out of the same on proper orders approved by the Board of Trustees, signed by the president or vice president of the Board. The treasurer may pay out such funds on orders that have been properly signed without the approval of the Board first having been secured for the payment of amounts owing under any contracts, which shall previously have been approved by the Board, and by which prompt payment the charter will receive a discount or other advantage.
 - Procedures for dismissal of an employee must be contained in the by-laws.
- H. Submit board members' names, addresses, phone numbers and resumes.
- I. Submit copies of the school's management contracts, if any.

Explanation: Describe the effective governance model; consistency with the mission; clearly defined roles of the Board of Trustees; teacher, student and parent input in school decision-making; and the well-developed, viable management structure.

IV. FINANCE AND FACILITY

1. Financing:

- A. Develop a preliminary startup and operating budget. Use the [Pennsylvania Department of Education budget templates](#); draft a preliminary operating budget covering all projected sources of revenue, both public and private, and planned expenditures.
- B. Develop a purchasing procedure that addresses a competitive way to purchase goods and services.
Note: For additional financing procedures see Section 1725-A of the Charter School Law.
- C. What fund raising efforts have occurred and/or are planned to generate capital or to supplement the per pupil allocations?
- D. Describe the implementation of the following required financial procedures:
The treasurer of the charter shall deposit the funds belonging to the charter school in a depository approved by the board and shall at the end of each month make a report to the charter Board of the amount of funds received and disbursed by him or her during the month. All deposits of charter school funds by the charter treasurer shall be made in the name of the charter school. The Board of Trustees of a charter school shall invest charter school funds consistent with sound business practice. Authorized types of investments for charter schools shall be:
 - United States Treasury bills.
 - Short-term obligations of the United States Government or its agencies or instrumentalities.
 - Deposits in savings accounts or time deposits or share account of institutions insured by the Federal Deposit Insurance Corporation or the Federal Savings and Loan Insurance Corporation or the National Credit Union Share Insurance Fund to the extent that such accounts are so insured, and for any amounts above the insured maximum, provided that approved collateral as provided by law therefore shall be pledged by the depository.
 - Obligations of the United States of America or any of its agencies or instrumentalities backed by the full faith and credit of the United States of America, the Commonwealth of Pennsylvania or any of its agencies or instrumentalities backed by the full faith of the Commonwealth, or of any political subdivision of the Commonwealth of Pennsylvania or any of its agencies or instrumentalities backed by the full faith and credit of the political subdivision.
 - Shares of an investment company registered under the Investment Company of America Act of 1940 (54 Stat.789, 15 U.S.C. * 80a-1 et seq.) as defined in PA 24 PS 4-440.1 of the Pennsylvania School Code.

Note: All investments shall be subject to the standards set forth in 24 PS 4-440.1 of the Pennsylvania School Code.

The school treasurer shall settle his or her accounts annually with the Board of Trustees for each school year. Pursuant to 24 P.S. §4-437, the accounts of the cyber charter school treasurer shall be audited annually.

2. Facility

- A. Provide descriptions of and addresses for the physical facilities, including the administrative office, and the ownership of the facilities and any lease arrangements.
- B. Explain how this site(s) would be a suitable facility for the proposed cyber charter school. Consider the necessity of renovation to the facility and compliance with applicable building codes and accessibility for individuals with disabilities. Describe the services of the facility including heating, ventilating, lighting, sanitary conditions and water supply.
- C. Discuss the plan for maintaining the facility on a daily basis (custodial) and extended basis (facility maintenance).
- D. Discuss any progress, partnership developments or other future steps towards acquisition of a facility/land.
- E. Describe facility financing plans.

Explanation: Describe progress toward identifying and acquiring a school facility, with a back-up plan considering alternative facilities.

3. Liability and Insurance

- A. Describe the proposed cyber charter school's insurance coverage plans, including health, general liability (including school operation, extracurricular activities and parent volunteer activities), property, and director and officer's liability coverage (see Section 1727-A of the charter school legislation).

Explanation: Provide evidence of insurability in all areas identified above.

4. Child Accounting

- A. Describe the proposed cyber charter school's enrollment and attendance procedures.

Note: State child accounting procedures must be followed. (24 PS 13-1332)

Explanation: Cyber charter school funding is based on enrollment; therefore, a totally accurate child count is necessary to meet audit standards.

V. ADMINISTRATION

1. Recruiting and Marketing Plan

- A. Demonstrate how you will publicize the cyber charter school to attract a sufficient pool of eligible applicants.
- B. What type of outreach will be made to potential students and their families?

Explanation: Develop a solid plan to attract sufficient students to operate a cyber charter school; publicize the cyber charter school; and ensure a match between the cyber charter school program and applicants' educational and personal needs.

2. Admissions Policy

- A. Describe the admission methods and eligibility criteria you will use to select students.
- B. Explain administrative procedures to ensure compliance with laws pertaining to special education.
- C. Describe the timetable to be used for admitting students, including a plan for the admission lottery for students from both within and outside the district.
- D. Explain how these policies further the mission of the school in a non-discriminatory fashion.

Explanation: Establish consistency with the mission of the school and the non-discriminatory policies for timely and realistic procedures for admitting students in accordance with charter school law (Section 1723-A).

3. Human Resource Information

- A. Describe the standards to be used in the hiring process of teachers, administrators and other school staff.
- B. What is the targeted staff size and teacher/student ratio?
- C. What professional development opportunities will be available to teachers and other staff?
- D. Describe your human resource policies governing salaries, contracts, hiring and dismissal, and benefits.
- E. Identify the proposed faculty.
- F. Attach a report of criminal history record, pursuant to Section 111 of the Public School Code for all individuals seeking the charter who shall have direct contact with students. Direct contact includes contact through any electronic means.
- G. Attach an official clearance statement regarding child injury or abuse from the Department of Public Welfare as required by 23 Pa. C.S. Chapter 63 subchapter C. 2 (relating to background checks for employment in schools) for all individuals who shall have direct contact with students. Direct contact includes contact through any electronic means.

- H. What procedures have been developed, through research of NCLB guidelines, that ensure the hiring of certified, highly qualified teachers and other professional staff?

Explanation: Establish high professional standards for teachers and other staff; commitment to professional development of staff; and working conditions and compensation packages that will attract and retain quality staff as per compliance with labor laws.

4. Code of Conduct

- A. Discuss any rules or guidelines governing student behavior.
- B. Describe your school's policies regarding student expulsion and suspension, including students with disabilities.
- C. Describe your school's mandatory student attendance plan and its fit with the code of conduct.

Explanation: Provide evidence that the founders inspire the confidence of their targeted community; program provides an attractive educational alternative to students and parents; and community support extends beyond the core group of founders. Expectation for student behavior is clear and specific processes for disciplinary actions are established.

5. Timetable

- A. Provide a detailed timetable of projected steps and dates leading to the opening of a charter school.

Explanation: Establish a well-developed, realistic plan of action for opening a charter school.

6. Safety

- A. Submit written documentation of intent to comply with all applicable safety requirements, including the following to demonstrate the safety and structural soundness of the school:
 - Inspection by a local building inspector.
 - Inspection by a local fire department.
 - Approval from the municipal licensing authority for use of any explosives and flammable compounds or liquids in connection with courses taught at the school.
 - Compliance with all other federal, state, and local health and safety laws and regulations.
 - Application for certificates, licenses, etc. are part of the planning process.

Note: All necessary certificates and occupancy permits must be issued and in effect prior to the opening of the charter school. **Preliminary clearances on all these requirements should be obtained prior to a lease being executed.**

7. School Health Services

- A. Describe your plan for providing school health services as required under Article XIV of the Public School Code.
- B. Describe how school nursing services, including administration of medication, will be delivered.

BUSINESS & MARKETING PLAN

Our vision is to build a highly competitive charter school that will become the number one choice for both parents and students in the Tri-State region.

Our mission is to partner with the federal and state programs to provide a conducive learning environment to students at different levels of learning and emotional disturbance.

Our overall business goal is to position Delaware County Military Academy as the leading charter school in the educational cum charter school industry in the whole region, and to be amongst the top 10 charter schools in the United States of America within the first 20 years of operation.

Delaware County Military Academy plans to distribute first class educational services using technology, that draws upon inferences embedded in technological advances.

DELAWARE COUNTY MILITARY ACADEMY

Education Consultants & Research Group

P.O. Box 127
Media, PA 19063

Phone 484.442.0104

Email
mjolly@jollyeducationconsultant.com



Delaware County Military Academy

School Proposal Overview

Provide information for the primary point of contact for your team. This individual will serve as the contact for all communications, interviews, and notices regarding the submitted application. **Note!** Names and contact information may be shared with external groups by the Pennsylvania Department of Education. The information in this section is not included in narrative page limit.

Name of proposed school:

Delaware County Military Academy

Primary contact person

Maketa S. Jolly M.Ed., ABD

Mailing address

101 East Baltimore Pike

P.O. Box 127

Media, PA 19063

Phone Day (610) 334- 4375 **Evening** 484- 490- 5833

E-mail address mjolly@jollyeducationconsultant.com

Fax 800.476.0457

Name of applicant group or entity

Jolly Education Consultants d/b/a Education Consulting and Research Group

Founding Board

Delaware County Military Academy

Provide the name and planned opening year for the proposed school.

Delaware County Military Academy

Delaware County, Pennsylvania

2022-2023 School Year

Chi-Chester & Rose Tree Media School District(s)

1.1 Executive Summary

Delaware County Military Academy “DCMA” proposes to open as a Science Technology Engineering and Mathematics “STEM” driven military academy in the **2022-2023** school year. The school will serve students in grades six through eighth through a four-year scale-up

process. The school will be located on the out skirts of the City of Chester, ten minutes from Media, Pennsylvania.

Delaware County, colloquially referred to as Delco, is a county located in the U.S. state of Pennsylvania that borders Philadelphia. With a population of 566,747, it is the fifth most populous county in Pennsylvania, and the third smallest in area. Delaware County Military Academy curricula includes an excellent, broadly structured program that offers acceptance to students earmarks as Emotional Disturbed offering a comprehensive social emotional program through military beliefs and practices. The school plans to integrate Behavioral Science, Technology, Engineering and Mathematic programming across all spectrums of learning. The goal is for every graduate to be able to think critically and clearly express original ideas on both technological and interpersonal issues. In addition, the Academy seeks to instill in cadets a commitment to progressive and continued education development.

1.2 Mission Statement

Delaware County Military Academy drives success and the desire to success. We foster a safe learning environment that stimulates critical thought and growth. All students will develop a global awareness of their environment with a commitment to service and be enlightened to reach their full potential as contributing members of society.

1.3 Key Design Elements for Delaware County Military Academy

DCMA will provide a differentiated, academically rigorous curriculum to 6th through 8th grade students; we intend to add a year thereafter up to 12th grade. The students will change classes to engage in curriculum in multi-level intensities of instruction. For the first three years, allowing for tremendous continuity in the learning experience. At DCMA students will work with military professionals to draw upon opportunities for cooperative learning while working in small, mixed age groupings according to ability and interest. The students will spend most of their time in behavioral learning, science technologies, robotics, computer coding, software engineering, statistics, applied algebraic concepts and human anatomy, some of which may be learned on an individualized basis. Student 's readiness, learning styles, cultural background, and unique traits will be considered when programming for differentiated instruction.

DCMA methods of academic integrating students will not be defined by general and special education classrooms because all students will be registered for peer tutoring, peer-modeling, and peer reinforcing. Students will be taught to have respect for each person 's individuality and recognize that everyone has unique strengths and contributions to offer the group, which promotes cooperation, empathy, and a sense of community. This model also promotes self-respect and keeps students involved and motivated about their individual academic process and progress, which is particularly useful for at-risk, special

needs students, and English language learners, who typically receive special support and assistance from their multi-age classmates.

At DCMA, we believe that respect for oneself education offers the best possibility for preparing coming generations to construct more just and democratic societies in our globalized and intercultural world. DCMA strives to provide an outstanding professional foundation focused on education in the American military ethic and the Marine's core values, along with training in individual and small-unit leadership skills. Cadets are inspired to make a commitment to national services as a community servant and to adopt the ideals of the United States Marine Corp values.

As we look ahead into the new millennium, there is a renewed interest in global and community service. Ethno-linguistic diversity and inequality, intercultural communication and contact, global political and economic interdependence are more than ever acknowledged realities of today 's world and all this place's pressures on our educational systems. Learning respect for global cultures through the ideas purported through the United States Marine Corp opens access to other value systems and ways of interpreting the world, encouraging inter-cultural understanding, and helping reduce xenophobia.

DCMA core philosophy is anchored in military structures and ideas of behavioral training and social science learning that occurs through a process of active involvement with the community. Whereby, the curriculum will promote active engagement in all areas of learning and a broader commitment to personal development. DCMA teachers will embrace military values to develop a global sense of community, shared wisdom, and cultural acceptance. Our unique faculty model creates a blend of excellence that brings together recent Marine operational experience, disciplinary expertise, and the best pedagogical approaches

DCMA serves as a foundation for the development of critical thinking and creative problem-solving skills. It includes a substantive set of fully integrated core courses that, together, provide an appropriate balance between STEM, humanities, and social sciences. Cadets choose their areas of depth from 12 learning paths that span a broad spectrum of academic disciplines. The academic curriculum culminates with an integrative experience that is often an interdisciplinary and team-based project. Through the Senior Capstone experience, students draw upon and apply knowledge in their chosen majors as well as knowledge gained throughout the course of their studies. Often these projects provide real answers to real-world problems, result in presentations at academic conferences, and bring national recognition. Upon graduation, all

cadets will receive full two-year scholarship to attend any four-year institution in the state. The Delaware County Military Academy intends to provide a world class education that develops leaders of character.

The Founding Group of Delaware Military Academy

The capacity of the founding group to effectively launch, oversee, and govern the school STEM programs from experience, knowledge, expertise, and resources of its members. The founding group consists of teachers and administrators, who have successfully worked in this model of programming. DCMA Foundation will work in concert with the United States Marines and the United Nations to develop critical thinking and tactical experiences.

At present, the group includes the lead applicant, the proposed instructional coordinator. It will also include the founding Board of Trustees which currently consists of five members (eventually seven or eight members) with a range of skills and areas of expertise including a United States Marine Corp specialist, traditional and special education teachers; community outreach member; legal expert; and Spanish and French language specialists. The school leaders can count on the support of the military community to help broader student growth and responsibilities. The Board will incorporate four more members: a financial adviser, a business professional, a member of the Delaware County Community, and a parent (selected by the Family Association once the school opens). The Board members have participated intensely and assisted during the application process and are committed to upholding and supporting the school 's mission and charter.

1. **Cadet Excellence:** DCMA graduates demonstrate the mastery of foundational military competencies necessary to win in a complex world and are inspired to military and professional excellence.
2. **Education and Training Excellence:** The DCMA Military Program provides the world's preeminent military curriculum, pedagogy, and leadership experience in developing of foundational military competencies within graduates.
3. **Faculty Excellence:** Military Program faculty possess the military and intellectual competencies necessary to be effective institutional leaders in the Army and operational strategic leaders in the joint force.
4. **Superior Intellectual Capital:** The DCMA Military Program generates new knowledge for the profession of arms, enhances the science-based curriculum, and provides the Marines with intellectual resources for solving community problems.
5. **Organizational Excellence:** DCMA Programs maintain a learning organization that achieves the mission using the most efficient and effective processes.

Delaware County Military Academy Development System is the 16-month purposeful integration of individual leader development and leadership development experiences within a culture of character growth. The goal of the

program is to accomplish DCMA's mission by developing leaders of character. DCMA describes how, at all levels and across the region to develop leaders of character who internalize the ideals of Semper Fi and ethic acceptance. Collectively academics, military behavioral science, physical and character uniquely contribute to the moral, civic, social performance and leadership facts of character for each cadet.



SWOT Analysis

Education Consultants & Research Group engaged in services of a core professional in education consulting and structuring with bias in the business sector to assist us in building a well – structured charter school that can favorably compete in the highly competitive education industry in the United States.

Part of what the team of business consultant would include is work with management teams conducting a SWOT analysis for Delaware County Military Academy Here is a summary from the result of the SWOT analysis that was conducted on behalf of the academy

- **Strength:**

Our core strength lies in the power of our team, our workforce. We have a team with excellent qualifications and experience in the educational sector. We are well positioned in a community with the right demography, and we know we will attract loads of students from the first day we open our doors and welcome students for enrollment.

- **Weakness:**

As a new charter school in the region, it might take some time for our organization to break into the market and gain acceptance via reputation in the already saturated education cum charter school's industry; that is perhaps our major weakness.

- **Opportunities:**

The opportunities in the education cum charter school's industry is massive considering the number of parents who would want their wards to perform excellently in their education and

go ahead to be admitted in Ivy league colleges. As a standard charter school, Saint Paul® Community Charter School is ready to take advantage of any opportunity that comes her way.

- **Threat:**

Some of the threats that we are likely going to face as a charter school operating in region are unfavorable local policies that might affect charter schools, the arrival of a competitor within our location of operation and global economic downturn which usually affects spending / purchasing power

13. Startup Expenditure (Budget)

In setting up a charter school business, the amount or cost will depend on the approach and scale you want to undertake. If you intend to go big by acquiring a large facility, then you would need a higher amount of capital as you need to ensure that your employees are taken care of, and that your charter school's environment is conducive enough for the students to learn.

The materials and equipment that will be used are nearly the same cost everywhere, and any difference in prices would be minimal and can be overlooked.

However, the estimated costs to develop Delaware County Military Academy

- Business incorporating fees in the Commonwealth of Pennsylvania will cost – **\$1000**
- The budget for Liability insurance, permits and license will cost – **\$4,500**
- Acquiring a large facility that will accommodate the number of classes, playing field, staff offices and parking lots et al (Re – Construction of the facility inclusive) will cost – **\$850,000.**
- Equipping the classes and office (computers, printers, projectors, markers, pens and pencils, furniture, telephones, filing cabinets, and electronics) will cost – **\$90,000**
- Launching an official website will cost – **\$600**
- The budget for the payment of salaries for the first three months of operations: **\$175,000**
- Additional Expenditure such as Running cost, Business cards, Signage, Adverts and Promotions will cost – **\$55,000**

Going by the market survey and feasibility studies conducted, we concluded that we would need an average of **\$950,000** to start a small scale but standard charter school in the region

Generating Funds/Startup Capital for DCMA

DCMA will be owned and managed by Maketa S. Jolly M.Ed., ABD who has decided to restrict the sourcing of the startup capital for the charter school to just three major sources.

- Generate part of the startup capital from state grants and federal funding
- Generate part of the startup capital from government discretionary funds
- Generate a larger chunk of the startup capital from philanthropy

14. Sustainability and Expansion Strategy

It is a known fact that the future of any business lies in the number of loyal customers that they have, the capacity and competence of their employees, their investment strategy and of course business structure. If all these factors are missing from a business, then it will not be too long before the business closes shop. One of our major goals of starting DCMA is to build a business that will survive off its own cash flow without injecting finance from external sources once the business is officially running. We know that one of the ways of gaining approval and winning customers over is to ensure that we offer nothing less than the best to

all our students so much so that they can favorably compete and gain admission into Ivy League colleges.

DCMA will make sure that the right foundation, structures, and processes are put in place to ensure that our staff welfare are well taken of. Our company's corporate culture is designed to drive our business to greater heights and training and re – training of our workforce is at the top burner of our business strategy.

As a matter of fact, profit-sharing arrangement will be made available to all our management staff and it will be based on their performance for a period of three years or more as determined by the board of the organization. We know that if that is put in place, we will be able to successfully hire and retain the best hands we can get in the industry; they will be more committed to help us build the business of our dreams.

Check List/Milestone

- Business Name Availability Check: **Completed**
- Business Incorporation: **Completed**
- Opening of Corporate Bank Accounts: **Completed**
- Opening Online Payment Platforms: **Completed**
- Application and Obtaining Taxpayer's ID: **In Progress**
- Application for business license and permit: **Completed**
- Purchase of Insurance for the Business: **Completed**
- Securing a standard facility large enough to accommodate our design: **Completed**
- Conducting Feasibility Studies: **Completed**
- Generating part of the startup capital from the founders: **Completed**
- Writing of Business Plan: **Completed**
- Drafting of Employee's Handbook: **Completed**
- Drafting of Contract Documents: **In Progress**
- Design of The Schools' Logo: **Completed**
- Printing of Promotional Materials: **Completed**
- Recruitment of employees: **In Progress**
- Purchase of furniture, office equipment, electronic appliances, and facility facelift: **In progress**
- Creating Official Website for the school: **In Progress**
- Creating Awareness for the charter school in Saint Paul – Minnesota: **In Progress**
- Health and Safety and Fire Safety Arrangement: **In Progress**
- Establishing business relationship with vendors and key players in the education industry: **In Progress**

Respectfully Submitted,

Maketa S. Jolly M.Ed., ABD

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