

APPENDIX A

AMENDMENT REQUEST AND SUPPORT

MATERIALS

1. ENROLLMENT CAP AMENDMENT REQUEST
FORM
2. AMENDMENT REQUEST DOCUMENTS

Enrollment Cap Request

Charterholder Info

Charter Holder

Name:
Southwest Leadership Academy

CTDS:
07-82-28-000

Mailing Address:
C/O Rite of Passage
2560 Business Parkway, Suite A
Minden, NV 89423
> [View detailed info](#)

Representative

Name:
Philip Geiger

Phone Number:
602-265-2000

Downloads

 [Download all files](#)

Enrollment Cap

From:
400

To:
500

Attachments

Board Minutes

-  [Download File](#) — Item #11 of this Board Meeting Minutes January 23, 2018, addresses the request for a new school under the Southwest Leadership Charter.
-  [Download File](#) — The March 13, 2018 Board Meeting addressed the acquisition of the Starshine Academy facility and authorized the expansion of the Southwest Leadership Academy Charter.
-  [Download File](#) — Item #17, page 5 of 6 of Board minutes from November 28, 2017 addresses approval from the Board to request an increase of the Enrollment Cap to 500.

Increase to Enrollment Cap Attachments

The following 2 attachments are only required if the enrollment cap is increasing.

Occupancy Documentation (Increase Only)

-  [Download File](#) — The City of Phoenix Certificate of Occupancy attachment is for Isaac School District #5 building now occupied by Southwest Leadership Academy at 4301 W. Fillmore Street, Phoenix 85043.
-  [Download File](#) — The Isaac School District capacity listing from the Arizona School Facilities Board shows the Carl T. Smith Middle School the location/building of which is now occupied by Southwest Leadership Academy.
-  [Download File](#) — Attached here are the Architectural Plans for the SLA school building.
-  [Download File](#) — Attached is the SLA floor plan with dimensions.

-  [Download File](#) — SLA Lease Agreement
-  [Download File](#) — Signed Agricultural Land Regulation for SLA
-  [Download File](#) — SLA Fire Marshal Report

Narrative —  [Download File](#)

Additional Information

-  [Download File](#) — Rite of Passage, the educational management organization, Certificate of Insurance
-  [Download File](#) — Dept. of Forestry and Fire Management report regarding Southwest Leadership Academy
-  [Download File](#) — SLA Staffing Matrix
-  [Download File](#) — SLA Enrollment Matrix

Feedback

Feedback

Signature

Charter Representative Signature
Philip Geiger 04/26/2018

Southwest Leadership Academy

Enrollment Capacity Amendment Request

Narrative (Increase)

The enrollment capacity request proposes an increase to 500 students for Southwest Leadership Academy.

The rationale provided below specifically addresses Southwest Leadership Academy.

In June of 2017, Southwest Leadership Academy Board and administration planned on 330 students for the 2017/2018 school year but in fact currently have 358 students enrolled (approximately 90% of our approved CAP of 400) with more than 650 total students enrolling throughout the year. Many of the 650 students who enrolled who did not stay enrolled either dropped out of school completely but may re-enroll later, have enrolled at other schools, or have already re-enrolled at Southwest Leadership Academy after being dis-enrolled due to the 10-day absence requirement.

Southwest Leadership Academy is a designated alternative high school. We know that there are numerous students needing an alternative approach to their education, which becomes especially clear once the 100th day of school occurs and traditional schools remove, expel, or encourage students to leave the school at which time those students seek support and an educational opportunity at an alternative school like Southwest Leadership Academy. Based upon an informal survey of students at Southwest Leadership and prospective students who have inquired about an education at the school, more than 50 girls and often their spouses or boyfriends who have young children want to return to high school but because of the lack of childcare, they remain dropouts. To address this problem, Southwest Leadership will provide licensed daycare for students based on their regular attendance at school with fees paid by the Department of Economic Security. We believe that in addition to the 50 students who have already indicated a desire to return to school when Southwest Leadership provides daycare, far more will want to take advantage of this option to complete their education.

We expect 400 students will want to enroll at Southwest Leadership Academy during FY 19 and we are loathe to turn them away otherwise these students may lose their sense of hope and their motivation resulting in a permanent detriment to their personal and academic growth. There is no doubt that the need is present. Nearly 18% of the South Phoenix student population “drops out” of school and even the AZ Department of Education has initiated the Zip Code project focusing on this area of Phoenix to get students back in school. Under our current enrollment matrix, FY 19 will enroll 400 students at Southwest Leadership Academy, and 100 students at High Point Academy.

Southwest Leadership has a positive reputation with students and parents. In a survey conducted with the parents who attended an open house in November, 100% of the parents indicated that they would recommend Southwest Leadership Academy to their friends, neighbors and relatives so we know that in the community Southwest Leadership Academy is a desirable place to be.

Staffing Charts

We have submitted the current staffing chart (FY18) that meets the educational and supportive needs of the current 387 students enrolled. The staffing chart includes: one (1) principal, one (1) assistant principal, one (1) compliance officer, fourteen (14) teachers, one (1) special education teacher, two (2)

paraprofessionals, one (1) guidance counselor, one (1) HR specialist, four (4) behavior mentors, one (1) IT director, and six (6) classified staff for a total of 33 staff members.

The planned staffing chart for FY19 (submitted) will meet the educational and supportive needs of the 400 students that are projected to be enrolled at SLA. The staffing chart includes: one (1) principal, one (1) assistant principal, a part-time (.5) compliance officer, seventeen (17) teachers, one (1) special education teacher, one (1) paraprofessional, one (1) guidance counselor, one (1) HR specialist, four (4) behavior mentors, one (1) IT director, and six (6) classified staff for a total of 34.5 staff. The assistant principal, a certified special education teacher, will also supervise special education. When adding our daycare center we will add a part time childcare teacher who will deliver an elective program for students. The daycare center will provide a qualified instructor to deliver this course at no cost to the school so the staff is not included in our staffing matrix.

The school is in the process of establishing core teams of students and teachers who will work together to complete their freshman and sophomore years and junior and senior years so that teachers and students will have more time to develop strong relationships with students and understand their learning styles, habits and can identify their areas of strength, weakness and areas in which they are making progress. This concept of “looping” students we believe will be most beneficial for our alternative education students who have often been unable to develop strong relationships with their teachers and teachers have not had the time to serve as the students’ advocate, mentor and advisor. For some students who are significantly behind in meeting the standards expected or completing their required course work, the two year assignment to a teaching unit may extend to three years but because the teachers know where the students have been and what they need to work on, the students would not experience the typical hazards of being “left back” since at least half of their classmates will continue with them the following year regardless of the time it takes for a student to master the subjects, skills and concepts that they are expected to learn at this level.

With that, the school will also adjust their methodology of grading these alternative education students who have often failed and for whom the pursuit of an “A” or a “B” seems impossible. Instead students will be assessed based on the standards that are to be met, their skills, concepts and learning strategies that they are taught as being “in progress”, “progressing to mastery”, basic mastery, or advanced mastery (or similar terms that the faculty and administration are currently determining). Regardless of the terminology students will understand from the beginning of their course work the expectations the teacher has developed for them, will receive regular feedback towards achieving these goals, and will be encouraged by a grading system that does not focus on “pass or fail” but rather whether the student has learned what he/she was taught. For some students this could be less than a semester and for others more but the teacher will personalize the instruction so students understand what they are expected to do, understand the pathway to achieving this goal and understand that it with their continuous effort and grit that they can achieve. There will not be the easy out of simply passing without the student having actually achieved the expectations set forth.

At the beginning of the new school year, students will be graded as traditionally done but we will begin providing professional development to staff to transition to this new grading system, which will be implemented in the 19/20 school year.

We expect that the new CAP of 500 would be reached during the first year of approval by the Charter Board and if that is accurate, the staffing will include an entire new unit of core teachers including a language arts teacher, mathematics teacher, science teacher and social studies teacher.

The school will continue to provide Career and Technical education classes including cosmetology, barbering, A+ computers but will add three new programs including culinary arts, commercial computer applications (computer graphics, drone development and repair, coding, website development or videography). Both child care development and culinary arts will be taught by personnel who have other related positions at the school. We will continue to offer physical education on a part time basis and a part time teacher for “focused instruction” for students who require in-school suspension or school-within-a-school longer term focused instruction. These personnel are counted in their primary staff positions.

In order to provide a foreign language, two administrators will be assigned 12.5% of their time to supporting students who enroll in on-line foreign language programs through Rosetta Stone.

The assistant principal will provide additional student management and teacher support including teacher professional development and supervision as well as supervision of the special education program and monitoring foreign language instruction from Rosetta Stone. The assistant principal who is a certified in special education will also supervise the special education program and also work with non-special education teachers to provide specially designed programs for special needs students who are often unwilling to participate in “pull out programs”. The four behavior mentors provide instructional support and behavioral guidance. The counselor will continue to be full time and additional time has been added during the summer to work with students to create personal education plans for those students with the greatest needs.

Recruitment of Staff

Rite of Passage, the management firm selected by the SLA Board, maintains a national human resources department as well as a local HR representative housed at the school. They will commence advertising for additional personnel during the FY18 school year in anticipation of new positions available due to our request for a CAP increase as well as potential attrition of existing staff. Positions are advertised in the following locations:

Indeed.com
The Arizona Department of Education
Arizona State University
Grand Canyon University
Northern Arizona University
The Alternative School Association
Facebook
Twitter
Linked In
Instagram
Internally to the 2,000 Rite of Passage employees nationwide

The SLA Board has granted approval for “sign on” bonuses and salary differential for hard to fill positions in order to recruit staff to Southwest Leadership Academy.

Training of Staff

Every staff member is provided “Teach Like a Champion” professional development material in order to provide them with desired strategies to deploy in their teaching. The school also provides a five-day in-service program prior to the start of the school. The preliminary agenda includes:

7/25/18	7/26/18	7/27/18	7/30/18	7/31/18	8/1/18	8/2/18	8/3/18
8:00-9:30 Welcome back, Data Walk	8:00-9:30 Edgenuity Training	8:00-9:30 Classroom Management Training	8:00-9:30 Beyond Textbooks Training	8:00-9:30 Beyond Textbooks Training	8:00-9:30 Galileo Training	8:00-9:30 Professional Learning Communities	8:00-9:30 Rigor/Engagement Training
9:45-12:00 Lesson Planning	9:45-12:00 Edgenuity Training	9:45-12:00 Classroom Management Training	9:45-12:00 Beyond Textbooks Training	9:45-12:00 Beyond Textbooks Training	9:45-12:00 Galileo Training	9:45-12:00 Marzano Awaken The learner	9:45-12:00 Rigor/Engagement Training
Lunch 12:00-12:45	Lunch 12:00-12:45	Lunch 12:00-12:45	Lunch 12:00-12:45	Lunch 12:00-12:45	Lunch 12:00-12:45	Lunch 12:00-12:45	Lunch 12:00-12:45
12:45-1:30 John Hattie Visible Learning	12:45-1:30 Teacher handbook	12:45-1:30 Setting up Attendance for classrooms/ rosters	12:45-1:30 Beyond Textbooks Training	12:45-1:30 Beyond Textbooks Training	12:45-1:30 Lesson Planning	12:45-1:30 Marzano Awaken The learner	12:45-1:30 Work in Classrooms
1:45-2:30 John Hattie Visible Learning	1:45-2:30 Setting up Power school Gradebook	1:45-2:30 Response to Intervention / Positive Behavior Intervention	1:45-2:30 Beyond Textbooks Training	1:45-2:30 Beyond Textbooks Training	1:45-2:30 Lesson Planning	1:45-2:30 Marzano Awaken The learner	1:45-2:30 Work in Classrooms
2:30-4:00 Human Resources	2:30-4:00 Human Resources	2:30-4:00 Response to Intervention / Positive Behavior Intervention	2:30-4:00 Beyond Textbooks Training	2:30-4:00 Work in Classrooms	2:30-4:00 Work in Classrooms	2:30-4:00 Prepare classrooms for open House	2:30-4:00 Work in Classrooms

Professional development is also provided to all staff every Wednesday during the regular school year. The tentative topics include the following:

Date	Wednesday Professional Development topics 2018/19
8/8/2018	Lesson plans, Do Now, 4 M's , P.221, STAR/SLANT, P.483
8/15/2018	Lesson plans, Do Now, Classroom proximity, Do Now, P.245
8/22/2018	Star testing results, Testing practices for the classroom
8/29/2018	PLC, Galileo, Lesson Plans
9/5/2018	Show Me, Examples in the classroom, Classroom observations
9/12/2018	Affirmative Checking, P.81, Classroom observations
9/19/2018	Stretch it, P. 169, Format that matters, P.185, Classroom observations
9/26/2018	Phone calls to students, Praise and reflect, Lesson plans
10/3/2018	Lesson plans, objectives, how to know what to teach?
10/17/2018	Bottom 25%, PLC continuation, strategies.
10/24/2018	Galileo standards, what to teach
10/31/2018	Mentoring list, Q/A, What has worked, what do we scrap?
11/7/2018	Wait time, Cold Call, Call response
11/14/2018	Change the pace, P.303, All Hands, P.321, Work the Clock, P.329
11/21/2018	Break It down, P. 369, Pepper P.377
11/28/2018	Firm Calm Finesse, P. 549, Strong Voice, P.573
12/5/2018	Winding down, what to do over the next two weeks. PLC discussion
12/12/2018	Do it again, P.517, Strong start, P.469
12/19/2018	Habits of Discussion, P.431, Turn and Talk, P.439
1/9/2019	Radar/Be seen Looking, P.527, Make Compliance Visible
1/16/2019	Positive Framing, P.593, Precise Praise, P.605
1/23/2019	Warm/Strict, P.617, Emotional Constancy, P. 627
1/30/2019	AZ Merit, Math and English Standards, schoolwide focus, 100th day focus, yes they are coming
2/6/2019	Testing techniques, Schoolwide focus
2/13/2019	Joy Factor, P. 639, Begin with the End, P. 211
2/20/2019	Plan for Error, P. 89, Culture of Error, P. 105
2/27/2019	Excavate the error, P. 115, Own and Track, P. 127
3/6/2019	Testing techniques, Schoolwide focus
3/20/2019	Testing techniques, Schoolwide focus
3/27/2019	Testing techniques, Schoolwide focus
4/3/2019	Post it, P.229, Double Plan, P.235
4/10/2019	Everybody writes, P.385
4/17/2019	Art of the Sentence. P.395

4/24/2019 Show Call, P.405
5/1/2019 Build Stamina, P.421
5/8/2019 Front the Writing, P. 427
5/15/2019 Prepping for next year, winding down
5/22/2019 Culmination of data

Due to the fact that Southwest Leadership Academy currently has an experienced, alternative education principal who is extraordinarily able to coach staff, the school administration as much as possible enables the principal to devote most of his time to coaching staff and interacting with students. The school's compliance officer, assistant principal and Rite of Passage's Regional Director of Education all assume additional duties to allow for the principal to dedicate his time to student and teacher support. For FY2018/19, the current principal, Dr. Gregory Fowler, will continue to be the principal of Southwest Leadership Academy.

Enrollment Justification

With a current enrollment of 358 at Southwest Leadership Academy, we anticipate 318 students returning in FY19, with 40 graduating in May 2018. Students from the local middle schools and high schools, as well as students with children who have dropped out in the past, are the potential new enrollments to start the school year. During the past year, SLA staff, administration and students have been attending high school fairs at local school districts to inform students of the opportunities that Southwest Leadership Academy provides. Re-enrollment of students commenced in January for current students and will continue through the summer for all students, new and currently enrolled.

This past year, the school advertised programs on Spanish radio channel La Campesina (101.9 FM) which generated more than 30 new enrollments mid-year. The school is planning an on-site broadcast this spring and enrollment advertising in both June and July at the approximate cost of \$3,000 which also includes seventy 30 second spots plus a live broadcast from the school.

During March, April and May, the school will add re-enrollment to its Messenger service which will broadcast a message by phone to parents to re-enroll their students for the 18/19 school year and encourage them to invite friends and neighbors to have their children enroll as well. There is no additional cost for this service.

A direct mail campaign will also be conducted at the beginning of summer to all adjacent zip codes within reasonable mileage to Southwest Leadership Academy. This typically costs \$1800 annually and has proven to be effective.

Staff members will also do door-to-door visits in the community to solicit new students and to develop stronger relationships with the community. Similarly, staff will set up tables and/booths at local food stores and strip malls to enroll students on the spot. Since these staff members are already receiving salaries there is no additional cost for them to provide these services.

With the development of a school based, licensed daycare program on site, the wait list that has been developed along with "word of mouth" advertising in the community and through local churches and Hispanic organizations, we expect no fewer than 50 new students who had previously dropped out of

school due to their becoming parents without the support system to care for their children and attend high school at the same time.

Another aspect of the school that attracts both boys and girls is the sports program which we advertise and promote as a way for students to earn physical education credit and also establish stronger bonds with the school and the students' classmates. Sports literally becomes a "family affair" as the students realize personal and team success. To that end, we provide coaching, equipment, uniforms, practice areas and support in: boxing (boys and girls), wrestling (boys and girls), softball (girls), football (boys), cheerleading (boys and girls), basketball (boys and girls), and soccer (boys and girls). The fact that the school has won several state championships in various sports is encouraging to students who are eager to demonstrate their athletic prowess and skill. Numerous students have won college athletic scholarships which provides further incentives for students to attend SLA and enjoy these athletic opportunities.

Concrete Resources Needed and Provided

Southwest Leadership issued an RFP for a licensed daycare provider and received eight viable proposals. We are currently finalizing an agreement with one of the providers based upon the quality of their proposal, their programming, and their ability to assist the school with delivering a meaningful elective course on child development and childcare. Students will be able to have their children attend the daycare based upon payment by the Department of Economic Security so there is no cost to the student. Their children will also be fed breakfast, lunch and snacks at no cost to the student.

Southwest Leadership Academy is also in negotiations with Head Start to supplement the daycare program and provide additional services.

We have contracted with Beyond Textbooks to provide a fully compliant, well-vetted Arizona standards based curriculum, which also provides staff with numerous resources, assessment tools and strategies. Administrative training will take place at SLA on May 8th and staff will receive several days of training in July. The school already has a variety of text material for additional support and uses both Galileo and Edgenuity to provide reinforcement and repetition for students. The school holds Advanced Education accreditation.

Southwest Leadership is entering into an agreement with Woz University (Steve Wozniack, one of the founders of Apple) located in Scottsdale, AZ to provide science and technology teacher training and student material and curriculum for coding and drone development and repair. These are highly sought after positions that do not require advanced education but if taken at Southwest Leadership will enable a student to leave the school with skills that lead to a \$60,000+ position in the future.

The current facility is more than adequate to serve 500 students and rated for 650 middle school students by the Arizona School Facilities Board (see attachment) and Orcutt Winslow Architects document also submitted. The school also leases a recreational facility for its sports programs that require a specialized facility.

The Charter School Athletic Association oversees all interscholastic sports at the school.



Arizona State Board for Charter Schools

Enrollment Matrix

Complete the table to provide the current and target enrollment, indicating the proposed timeline for implementing the request.

Directions*:

- In each box under the “Number of Students” columns, identify the number of students served per grade for the current and upcoming three fiscal years.
- In the “Total Enrollment” row, provide the total enrollment for each fiscal year.
- Copy and paste the chart for each school operated by the Charter Holder.

School Name:				
Number of Students				
Grade Level	Current - FY	Target - FY	Target - FY	Target - FY
Kindergarten				
1 st Grade				
2 nd Grade				
3 rd Grade				
4 th Grade				
5 th Grade				
6 th Grade				
7 th Grade				
8 th Grade				
9 th Grade				
10 th Grade				
11 th Grade				
12 th Grade				
Total Enrollment				

*To view an example of a completed Enrollment Matrix, please see The Guide (*Attachment Guidelines*).



Arizona State Board for Charter Schools

Staffing Chart

Complete the table to provide the current and anticipated staffing for the school(s) operated by the Charter Holder. Include staff members needed if the request is granted.

Directions*:

- In each box under the “Number of Staff Members” columns, identify the number of staff members for each position/category for the current and upcoming three fiscal years.
- Copy and paste the chart for each school operated by the Charter Holder.

School Name:				
Number of Staff Members				
Position	Current - FY	Anticipated - FY	Anticipated - FY	Anticipated - FY
Administration				
Teachers/Instructional Staff				
Kindergarten				
1 st Grade				
2 nd Grade				
3 rd Grade				
4 th Grade				
5 th Grade				
6 th Grade				
7 th Grade				
8 th Grade				
9 th Grade				
10 th Grade				
11 th Grade				
12 th Grade				
Specialty Staff (Music, Art, PE, etc.)				
Special Education				
Paraprofessional				
Additional Staff				
List title:				
List title:				
List title:				
Total Number of Staff Members				

Continue on page 2: Leadership Staffing Chart

