

**APPENDIX A**

**AMENDMENT REQUEST AND SUPPORT**

**MATERIALS**

1. NEW SCHOOL AMENDMENT REQUEST FORM
2. AMENDMENT REQUEST DOCUMENTS



Arizona State  
Board for  
Charter Schools



[Dashboard](#) [Alerts](#) [Bulletin Board](#) [Charter Holder](#) [DMS](#) [Email](#) [Tasks](#) [Search](#) [Reports](#) [Help](#) [Other](#)

## New School

### Charterholder Info

#### Charter Holder

**Name:**  
Leman Academy of Excellence,  
Inc.

**CTDS:**  
10-87-38-000

**Mailing Address:**  
6601 East Grant Road  
Suite 101  
Tucson, AZ 85715  
> [View detailed info](#)

#### Representative

**Name:**  
Dennis O'Reilly

**Phone Number:**  
5208865354

### Downloads

 [Download all files](#)

### Form Fields

**Name of school**  
Leman Academy of Excellence - Central Tucson

**Grade levels to be served**

K  
1st  
2nd  
3rd  
4th  
5th  
6th  
7th  
8th

**First day of Operation**  
08/03/2020

**Physical Address**  
6180 E Pima St  
Tucson, AZ 85712

**Physical Phone Number**  
520-639-8080

**Physical Fax Number**  
520-395-1352

**Mailing Address**  
7720 N Silverbell Rd  
Tucson, AZ 85743

**Mailing Phone Number**  
520-639-8080

**Mailing Fax Number**  
520-395-1352

## Attachments

### Board Minutes

 [Download File](#) — Board Minutes

### Occupancy Documentation

 [Download File](#) — Occupancy Compliance Assurance

Lease agreement or proof of purchase for facility —  [Download File](#)

Copy of Fingerprint Clearance Card for school site administrator —  [Download File](#)

Copy of liability insurance coverage —  [Download File](#)

Narrative —  [Download File](#)

### Additional Information

 [Download File](#) — Site Plan

 [Download File](#) — Enrollment Matrix

 [Download File](#) — Agriculture Assurance

 [Download File](#) — Staffing Matrix All Sites

## Enrollment Cap

Is an Enrollment Cap Increase being added to this request?

No

From:

3172

To:

(No response)

## Grade Level Change

Is a Grade Level Increase being added to this request?

No

Curriculum Samples

No documents were uploaded.

## Feedback

Feedback

## Signature

Charter Representative Signature

Dennis O'Reilly 01/24/2019

# NEW SCHOOL SITE AMMENDMENT REQUEST LEMAN ACADEMY OF EXCELLENCE Central Tucson Site

**December 7, 2018**

*Leman Academy of Excellence offers a rigorous, Classical education based on the traditions of Western culture where all disciplines are interrelated allowing scholars the ability to think independently and critically. We purpose to partner with supportive parents, pursue excellence, provide a safe and challenging environment, and instill morals and values in order to produce tomorrow's leaders today.*

## **Rationale**

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Families in the central Tucson market are requesting access to the Leman Academy education system on the Northeast side of the valley. The central side of Tucson is underserved with charter school choices with Leman Academy's blend of Dr. Kevin Leman's philosophies, Classical Education, Charlotte Mason learning and high academic standards.

There are no schools on the Arizona Department of Education's school list in the area providing a Classical Education. A search of zip codes within a 5-mile radius; 85710, 85711, 85712, 85715 showed that there are no Classical Education elementary/middle charter schools in the region. There are also, no public district schools offering Classical Education curriculum on the entire central side of Tucson.

**We are pleased to add to our accolade the Arizona Daily Star, Readers Choice Awards for 2017 as the Best Work Place Culture, Best Community Presence, and Best Charter School. This followed a runner up in 2016 and the Best Charter School in 2015.**

Leman Academy has contracted with Faustus Management Company to manage various aspects of central services. Faustus provides a number of support services including; curriculum design, data driven instruction, staff training, Human Resources, benefits management, accounting, marketing, IT infrastructure/software support and legal support. With the growth in enrollment, the organization has strategically added key district level staff personnel in Professional Development, Special Education Services, Human Resources, Chief Financial Officer and a business office support team. Growth over the past five years has allowed the Leman Academy campuses to benefit from economies of scale while delivering maintaining a strong personal touch.

Under consideration is a look into how our program **compares academically** to other schools in the area or how the program **compares in its offering**. Through a rigorous program, focused on partnering with our families, we intend to deliver the same high-quality education experience which has already been exhibited in Marana, Oro Valley, East Tucson, East Mesa and Sierra Vista Arizona.

We know we compare very well to the schools around our first campus (Marana), where, in the first year, with similar populations, we exceeded comparative public school results. We put forth, in this application, the comparison and contrast of the proposed location to the known variables of our existing campuses (pg19).

***Student Demographics of current Leman Academy Campuses:***

The following tables set forth the percentages of the School's students, by campus, who identify as a member of the listed demographic for the listed school year.

|                         | Marana<br>Leman - 2018/19 | Marana<br>US Census 2010 |
|-------------------------|---------------------------|--------------------------|
| <b>Asian</b>            | 3.2%                      | 3.80%                    |
| <b>Black</b>            | 2.4%                      | 2.50%                    |
| <b>Hispanic</b>         | <b>40.3%</b>              | <b>22.10%</b>            |
| <b>Native American</b>  | 0.5%                      | 1.20%                    |
| <b>Pacific Islander</b> | 0.1%                      | 0.10%                    |
| <b>Mixed Race</b>       | 4.3%                      | 3.70%                    |
| <b>White</b>            | 49.2%                     | 82.00%                   |
| <b>Household Income</b> | \$74,438                  |                          |

|                         | Sierra Vista<br>Leman - 2018/19 | Sierra Vista<br>US Census 2010 |
|-------------------------|---------------------------------|--------------------------------|
| <b>Asian</b>            | 2.7%                            | 4.10%                          |
| <b>Black</b>            | 4.7%                            | 9.00%                          |
| <b>Hispanic</b>         | <b>32.0%</b>                    | <b>19.40%</b>                  |
| <b>Native American</b>  | .9%                             | 1.10%                          |
| <b>Pacific Islander</b> | .3%                             | 0.60%                          |
| <b>Mixed Race</b>       | 7.7%                            | 5.70%                          |
| <b>White</b>            | 51.7%                           | 74.50%                         |
| <b>Household Income</b> | \$59,091                        |                                |

|                 | Oro Valley<br>Leman - 2018/19 | Oro Valley<br>US Census 2010 |
|-----------------|-------------------------------|------------------------------|
| <b>Asian</b>    | 5.1%                          | 3.10%                        |
| <b>Black</b>    | 1.5%                          | 1.50%                        |
| <b>Hispanic</b> | <b>26.1%</b>                  | <b>11.5%</b>                 |

|                         |          |        |
|-------------------------|----------|--------|
| <b>Native American</b>  | 0.1%     | 0.4%   |
| <b>Pacific Islander</b> | 0.1%     | 0.1%   |
| <b>Mixed Race</b>       | 4.8%     | 2.4%   |
| <b>White</b>            | 62.3%    | 82.00% |
| <b>Household Income</b> | \$68,784 |        |

|                         | Pima/Wilmot<br>5 Mile Radius (2016) | Proposed Aug<br>2020 |
|-------------------------|-------------------------------------|----------------------|
| <b>Asian</b>            | 1.5%                                |                      |
| <b>Black</b>            | 6.00%                               |                      |
| <b>Hispanic</b>         | 26.8%                               |                      |
| <b>Native American</b>  | 1.5%                                |                      |
| <b>Pacific Islander</b> | .02%                                |                      |
| <b>Mixed Race</b>       | 4.6%                                |                      |
| <b>White</b>            | 75.00%                              |                      |
| <b>Household Income</b> | \$69,146                            |                      |

In summation; the core reasons for expanding to central Tucson include:

1. Demonstrated demand for Classical Education pedagogy. The previous Leman Academy campuses located in the Tucson valley have seen rapid growth and acceptance in the communities they serve.

|                   | Opening Day | 100th Day |
|-------------------|-------------|-----------|
| Marana (Y1)       | 455         | 547       |
| Marana (Y2)       | 961         | 963       |
| Marana (Y3)       | 1151        | 1170      |
|                   |             |           |
| Sierra Vista (Y1) | 228         | 266       |
| Sierra Vista (Y2) | 478         | 648       |
|                   |             |           |
| Oro Valley (Y1)   | 552         | 768       |

2. Strong demand for Dr. Leman’s combination of partnering with the family and relational discipline. With Dr. Leman’s 53+ books, many of them NYT Best Sellers, his speaking platform nationally and his weekly podcast with over 1.2 million downloads have been a part of families growing up for over 30 years. Dr. Leman has built a national brand and helped millions of parents raise kids and

- parents are seeking a school that mirrors their philosophies around child development.
3. Rigorous academic program. Leman Academy has demonstrated the ability to enroll scholars from all sorts of academic environments and integrate them into an accelerated program. AZ Merit test results show our school system's ability to quickly integrate and advance scholar
  4. Full educational experience including a balanced emphasis on math, English, science, art, music, language, extracurricular athletics, and elective choices in the middle school. Sports, after school and club activities for all ages.
  5. The geographic trade area of central Tucson does not have a Classical Education offering for parents to choose.

**Staffing Plan:**

The increase in personnel needed to accommodate the additional scholars is reflected in the Staffing Matrices and will be supported with further details in this section.

Sierra Vista: Currently, the Sierra Vista campus employs 48 instructional and non-instructional staff members. With the projected increase of 92 scholars in FY 20, LAE anticipates hiring one additional 7<sup>th</sup> grade teacher and one additional 8<sup>th</sup> grade teacher.

Marana: Currently, the Marana campus employs 80 instructional and non-instructional staff members. With the projected increase of 132 scholars in FY 20, LAE anticipates hiring one additional 7<sup>th</sup> grade teacher.

Oro Valley: Currently, the Oro Valley campus employs 63 instructional and non-instructional staff members. With the projected increase of 120 scholars in FY 20 due to the addition of 8<sup>th</sup> grade at the campus, LAE anticipates hiring three 8<sup>th</sup> grade teachers for FY 20.

Virtual: Currently, the Virtual Academy employs 6.5 instructional staff members. With the projected increase of 67 scholars in FY 20, LAE anticipates hiring 1.5 additional teachers including one specialty teacher. Further, the SPED instructor will increase to a full-time position.

East Tucson: Currently, the East Tucson campus employs 48 instructional and non-instructional staff members. With the projected increase of 210 scholars in FY 20, LAE anticipates hiring four additional teachers (one Kindergarten, two 2<sup>nd</sup> and one 6<sup>th</sup>) in the grades it currently serves. With the addition of 7<sup>th</sup> grade at this campus, LAE anticipates hiring two 7<sup>th</sup> grade teachers for FY 20.

East Mesa: Currently, the East Mesa campus employs 13 instructional and non-instructional staff members. With the projected increase of 155 scholars in FY 20, LAE anticipates hiring one additional Kindergarten teacher in the grades it currently serves. With the addition of 7<sup>th</sup> grade at this campus, LAE anticipates hiring one 7<sup>th</sup> grade teacher for FY 20.

Central Tucson (proposed for FY 21): LAE anticipates that the Central Tucson campus will open with approximately 554 scholars and a staff of 44 instructional and non-instructional staff members.

LAE and its recruiting, hiring, and training processes, described in the following section, have successfully met staffing, enrollment, and target population needs at our current campuses and will continue to do so at these and future campuses.

### **Recruiting**

Teachers who are committed, engaged and skillful in their approach to instruction have a powerful, long-term impact on scholars' lives. The quality of instruction is critical to increased scholar learning and achievement in the classroom. LAE Administration starts its recruitment process by attracting and hiring the very best faculty and staff as early as possible. The recruiting process includes the following elements:

1. LAE shares our mission, vision, core values, and philosophy when advertising and interviewing for open staff positions to attract like-minded candidates whose values align with LAE.
2. LAE hosts a local teacher and staff recruitment event and places advertising of this event on the radio, at nearby colleges, and through social media. This event provides an excellent venue to meet potential candidates and an opportunity to share our school vision and philosophy with interested community members.
3. Additionally, LAE posts open staff positions on our school website, through social media, radio, online job boards, and both in online and print editions of local newspapers.
4. LEA communicates with the local colleges and universities to establish relationships with their education departments.

## **Hiring**

Hiring decisions are critical to the success of the school and for scholar success in the classroom. The principal is primarily responsible for overseeing the selection process. LAE's hiring process follows the timeline below:

1. The candidate will submit an online application, cover letter, and résumé.
2. LAE staff will check references included with the application.
3. If the candidate is applying for an instructional position, he/she may be asked to participate in a teaching demonstration. Prior to the demonstration, the candidate will submit a written lesson plan.
4. The principal and administrative team will conduct the interview. More than one interview may take place, if necessary.

## **Training**

LAE will host an eight-day orientation and in-service training program for our teachers and staff each July. Teachers will work individually, in grade level teams, and between grade level teams, to align the curriculum, assessments, and standards so that students receive a rich, coherent curriculum tied to state standards. The orientation will address the following topics: the mission, vision, and core values Lemman Academy of Excellence; Classical Education; classroom environment; Dr. Lemman's approach; academics and teaching; curriculum; and assessments and instruction.

In addition to the eight-day orientation and in-service, teachers will attend professional development sessions throughout the year focused on AZ Common Core Standards, differentiation, and Classical Education. LAE further supports teachers and staff by offering mentorship, supportive leadership, ongoing professional development, teacher collaboration, and planning time during the school day.

### **Principal Lemman Central:**

Lemman Academy has identified Nathan Edwards to lead the Central Tucson campus. Mr. Edwards was hired in 2017 and served as Vice Principal at our Marana campus and currently serves as Principal of our East Tucson campus. Mr. Edwards will have had the opportunity to learn our system with 3 years of tenure prior to him leading the opening of this new campus. When able, we believe investing in the Principal candidate, to include a year of service prior to leading a campus is an important aspect of a campus's success.

Mr. Edwards, (full bio described under Leadership section), has been a teacher since 2001 and after receiving his Masters in Educational Leadership he has lead elementary schools in the TUSD school district. As a Principal, Mr. Edwards knows the community, the challenges and regulatory environment of a K-8 school. With a year of mentoring and training, he comes prepared for the position with a firm understanding of the Leman Academy culture and unique Classical Education model. Mr. Edwards will interview and hire a Vice Principal candidate to join his team. To round out the Central Tucson campus's business team we look to add an office manager and front desk staff member.

Included in our model of school leadership, is a Master Teacher program as outlined in Opportunity Culture.org. The intention is to identify teachers from our current system that would transfer to the new location and teach as well as lead a grade level of their peers. (More on OpportunityCulture.org below).

Our teaching staff will include a flexible number of teachers to meet our enrollment targets. If the prior three campuses are an indication, we anticipate a core teaching staff of three to four teachers per grade in year one and then expanding out based on enrollment.

### **Faustus Management Company LLC – District Support**

All the Leman Academy campuses are supported by a strong and growing administrative team. The details and roles of each member are described below in the Leadership Team section. A graphical organizational charter is attached in the appendix. As the school system has increased enrollment, the district support has blossomed. The focus on the administrative team is to model Greenleaf's Servant Leadership model of being of service to the teachers and administrators in the campuses. Dr. Leman's leadership book, *The Way of The Shepherd*, is mandatory reading for all leaders in the organization. We conduct book studies and trainings on both programs.

The goal of the administrative team is twofold; first to take all non-scholar, non-teacher and non-parent issues off the hands of the site based Principals. All business functions are managed for the site based leaders. From janitorial to HR to business systems are handled for the sites so those leaders can focus on being the instructional leaders they were hired to be. We handle the legal, accounting and regulatory functions for the school. Our district based special education team and, our district based intervention group will ensure each scholar receives the high level of services they need to be successful. The second major focus of the FMC is to hire and train the best teachers available in the market. Our Professional Development team has a tool box of resources to bring new teachers into our system and help them grow in their profession.

| <b>School Name: Lemana Academy of Excellence Central Tucson</b> |                                |                                 |                                 |                                 |
|---|--------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Position</b>   | <b>Number of Staff Members</b> |                                 |                                 |                                 |
|   | <b>Current—FY<br/>18-19</b>    | <b>Anticipated—FY<br/>19-20</b> | <b>Anticipated—FY<br/>20-21</b> | <b>Anticipated—FY<br/>21-22</b> |
| Administration  | 0                              | 0                               | 2                               | 2                               |
| Teachers/Instructional Staff                                    |                                |                                 |                                 |                                 |
| Kindergarten  | 0                              | 0                               | 5                               | 5                               |
| 1 <sup>st</sup>   | 0                              | 0                               | 3                               | 5                               |
| 2 <sup>nd</sup>   | 0                              | 0                               | 3                               | 4                               |
| 3 <sup>rd</sup>   | 0                              | 0                               | 3                               | 4                               |
| 4 <sup>th</sup>   | 0                              | 0                               | 3                               | 4                               |
| 5 <sup>th</sup>   | 0                              | 0                               | 3                               | 3                               |
| 6 <sup>th</sup>   | 0                              | 0                               | 2                               | 3                               |
| 7 <sup>th</sup>   | 0                              | 0                               | 0                               | 2                               |
| 8 <sup>th</sup>   | 0                              | 0                               | 0                               | 0                               |
| 9 <sup>th</sup>   | 0                              | 0                               | 0                               | 0                               |
| 10 <sup>th</sup>  | 0                              | 0                               | 0                               | 0                               |
| 11 <sup>th</sup>  | 0                              | 0                               | 0                               | 0                               |
| 12 <sup>th</sup>  | 0                              | 0                               | 0                               | 0                               |
| Specialty Staff<br>(Music, Art, PE, etc.)                       | 0                              | 0                               | 5                               | 5                               |
| Special Education   | 0                              | 0                               | 1                               | 1                               |
| Paraprofessional  | 0                              | 0                               | 5                               | 7                               |
| Additional Staff  |                                |                                 |                                 |                                 |
| List title:<br>Lunch Program                                    | 0                              | 0                               | 2                               | 2                               |
| List title:<br>Afterschool Program                              | 0                              | 0                               | 3                               | 6                               |
| List title:<br>Health Office                                    | 0                              | 0                               | 1                               | 1                               |
| List title:<br>Facilities                                       | 0                              | 0                               | 1                               | 1                               |
| List title:<br>Admin Support                                    | 0                              | 0                               | 2                               | 2                               |
| <b>Total Number of<br/>Staff Members</b>                        | 0                              | 0                               | 44                              | 57                              |

## **Recruitment and Hiring**

### *Recruiting*

Teachers who are committed, engaged and skillful in their approach to instruction have a powerful, long-term impact on scholars' lives. The quality of instruction is critical to increased scholar learning and achievement in the classroom, and that is why Lemman Academy of Excellence has identified teacher recruitment as an organizational priority. Administration plans to start with its recruitment process in attracting and hiring the very best faculty and staff as early as possible, and each of the candidates for hire will be treated with professionalism and respect in every stage of the recruitment process.

1. Advertise with an online and print edition of the local newspapers.
2. Advertise open positions through the use of social media, online job boards.
3. Advertise open positions with job boards of colleges and universities.
4. Lemman Academy has had success in the past directly mailing a personalized letter to the registered teachers within a 10-mile radius of a campus.
5. Contact the County Superintendent's office to place positions on job board.
6. Job fairs that occur during the time frame of school staffing and construction are also areas we intend to focus on potential applications.
7. As we market and advertise our school, post open positions on the school website.
8. Some of our best teachers have come from referrals from the staff already employed at Lemman Academy. If we are seeing a slow recruiting process we will implement a hiring referral bonus to our existing staff.

### *Hiring*

Hiring for the new faculty and other staff may be the most important decisions the senior administrator makes with Lemman Academy of Excellence. A new hire represents the school and its future and along with other new hires will help shape image, culture, and scholars for years to come. The hiring decisions are critical to the success of the school and for scholar success in the classroom. The Principal is primarily responsible for overseeing the selection process and will be the one to offer a contract. Lemman Academy of Excellence will offer the following to interested candidates of our school:

1. Submit an application that will be provided online.

2. Check references included with the application.
3. Submit a cover letter and resume with application.
4. Candidate will be asked to participate in a teaching demonstration.
5. Candidate will be asked to submit a written lesson plan prior to the demonstration.
6. The Principal will conduct the interview; once the administrative team is in place, they will also be a part of the interview process and more than one interview will take place.

It should be noted that all personnel involved in the hiring process are in place, year round employees and budget under existing school/administrative budgets. There are no additional costs for recruiting or hiring.

### *Onboarding*

Leman Academy of Excellence is compliant with all statutes relating to fingerprint clearance cards. Pursuant to A.R.S. § 15-183.C.5, employment offers are contingent upon receipt of the candidate's fingerprint clearance card. LAE recognizes that obtaining fingerprint clearance cards can take several weeks; to ensure that all employees have their cards on file with the school before July when an 8-day orientation and in-service is held, every effort will be made to finalize hires by May 15 of each year.

The FMC group manages the on boarding, contracting of all new candidates. Once an offer of employment has been determined, the HR department follows a strict set of protocols to obtain the proper materials, obtain all appropriate back ground screens and provide all new hires the property training materials needed to join the Leman Academy staff.

### **Ongoing Teacher Training and Evaluation**

#### **Leman Google Classroom Training Program.**

Over 75 Professional Development courses have been developed in the Google Classroom platform. These courses range from particular tools and nuances of Classical Education instruction to practical examples of real world teacher challenges in a Leman Classroom. The PD Course offerings are used to intentionally introduce new staff members to basic aspects of our culture and expectation. Once on board, the PD Course

offering is used to specifically train a teacher on a theory or practical aspect of their profession. Our PD department will observe an issue or coachable moment, assign the corresponding PD Google Classroom assignment and then follow up with the teacher to ensure understanding and implementation. This course offering is growing at about 20-25 courses per year. Each course is organized and cataloged by skill type, grade and theory and practice. This deep and rich resource allows our system to remain consistent in multiple campuses in various cities.

A sampling of the courses offered includes:

Relating with Parents at Lemman Academy  
Relational Discipline at Lemman Academy  
Beginning Narration  
Narration 2 and Narration 3  
Narration Live Demo  
Beginning Recitation  
Socratic Instruction - Intro, Level 1 and Level 2  
Dr. Lemman's Address to Staff 2015  
Dr. Lemman's Address to Families 2016  
Classroom Transitions  
Understanding Lemman Curriculum Drive

Staff will have an opportunity to progress in their careers at Lemman Academy through attending in person Professional Development classes and achieving mastery through various Lemman Google Classroom offerings.

### *Training*

Lemman Academy of Excellence will host an eight-day orientation and in-service training program for our teachers and other staff in July each year (costs included in the annual budget). Teachers will work individually and in teams according to grade level, as well as with a group of teachers in order to align the curriculum, assessments, and standards across grade levels so that they teach a rich, coherent curriculum tied to state standards. The orientation will address the following topics:

- About Lemman Academy of Excellence
  - Mission, vision and core values
  - How mission, vision and core values impact teachers and scholars every day
  - Classical education
  - Classroom environment
- Dr. Lemman's Approach
  - Child development philosophy in the classroom
  - Working with parents
  - Fostering community

- Academics & Teaching
  - Academic standards
  - Academic excellence
  - Planning and preparation
  - Lesson implementation with outcomes aligned to standards
  - Best teaching practices
  - Curriculum
  - Saxon Math
  - Shurley English
  - Curriculum maps
  - Curriculum aligned to standards
  
- NWEA – MAP Testing System
  - Accessing MAP reports
  - Interpreting and implementing MAP results in the classroom
  
- Assessments & Instruction
  - Scholar assessment data
  - Types of assessments
  - Data collection, review and analysis
  - Instructional decision-making based on data
  - Differentiated instruction
  - Instructional material/resources for differentiated instruction
  - Setting goals in relation to scholar learning and the standards
  - Establishing objectives related to standards
  - Developing and implementing action plans

In addition to the 8-day orientation and in-service, teachers will attend professional development sessions throughout the year focused on AZ Common Core Standards, differentiation and classical education.

### **Professional Development**

Leman Academy has invested heavily into a Professional Development department. Mr. David Towne serves as director. Mr. Towne was the Teacher of the Year in 1999 at Flowing Wells Middle School. He went on to teach middle school, act as Principal and Professional Development director at various schools in the Tucson region. Mr. Towne is a key note speaker and authority nation wide on the Classical Education system. Mr. Towne is a teacher's teacher and understands how important the role of a good instructor in the classroom is to a successful school.

The professional development department has over 200 classes built and categorized in a customized Learning Management System. These classes focus on Theory and Practice of teaching and of Classical Education. All new teachers are assigned a series of classes prior to starting with their particular campus. Leman Academy requires up to a two week

in service for all new teachers and a one week in service for all teachers. After the online class, the training department then deconstructs what the teacher learned and visits the classroom to ensure mastery of the topic. The Professional Development department also hosts all day classes on various topic that the teachers can choose from. Substitute teachers are brought in to allow for a longer training period. Virtual Socratic discussions are being implemented to teachers from all over the school network can log in virtually and join the discussion on pertinent topics.

### **Leman Master Teacher Program -OpportunityCulture.org –**

In 2016 Leman Academy implement the Master Teacher program outlined in **OpportunityCulture.org**. The OpportunityCulture.org program was underwritten by the Bill and Melinda Gates Foundation and the Walton Fund among others. The Arizona’s Maricopa County Education Service Agency (MCESA) received a \$60m grant to implement the program in three smaller districts and one charter. The driving mission of OpportunityCulture.org is to keep great teachers in the classroom but allow them to mentor other teachers at their grade level or at their school. The Leman Master Teachers are paid an additional stipend and have a lighter teaching load. Each grade level has a Master Teacher whose responsibility it is to mentor their team, disseminate information, analyze and correct teaching techniques and integrate the data driven instruction protocols identified by the Administration and Professional Development staff.

Leman Academy is currently writing grants to expand the OpportunityCulture.org program. The focus of the grant would include the ability to expand the role of Master Teacher by utilizing technology that would allow the top Master Teachers in the Leman network to mentor and coach all the teachers at a particular grade level. This technology would also allow for Master Teachers to lead virtual Socratic discussions all around the Country using a standard Google Hangout connection. The best teachers, mentoring and instructing at the highest level is the goals of the OpportunityCulture.org system.

### **LoTi Teacher Evaluation System**

Leman Academy works closely with the **LoTi, (Levels of Teaching Innovation)**, teacher evaluation and student engagement system. As Leman Academy continues to grow, maintaining consistency in teacher training, curriculum implementation and classroom observations become critical.

LoTi was designed by Dr. Chris Moersch as a way to assess the most critical aspect of a scholar's education, a great teacher in the classroom. Dr. Moersch is the author of Beyond Hardware: Using Existing Technology to Promote Higher Level Thinking. Dr. Moersch has developed his program using the Danielson Rubric model which also incorporates a student engagement component known as **H.E.A.T. (Higher order thinking, Engaged learning, Authentic connections, Technology use)**.

H.E.A.T is used as a lens to go beyond the lesson plan to what is actually happening with students. Many times the activities that the teacher plans do not result in the expected output from students. H.E.A.T. provides a common language to discuss and measure student output in a way that is tied to evidence-based practices.

These tools and the feedback and re-training process gives our school network a common platform to assess the effectiveness of a teacher in the classroom. Leman Academy's goal is to shift to deeper learning practices that work. LoTi builds a map for teachers, coaches, and leaders to create successful collaborative learning environments.

### **Educational Methodology**

Leman Academy utilizes a classical model of education in which both core content (ELA, Math and Science) and enrichment content (Latin, Music, Art) revolve around a chronological study of History. LAE scholars experience a more meaningful and connected educational experience is two-fold: it includes the Classical educational approach and curriculum that is based on academic rigor along with the belief of Charlotte Mason that children are young people who observe everything around them, picking up language at an astounding rate, learning new things because they are curious and love the joy of discovery. Both the Classical approach and Miss Mason recognize the importance of Language and Latin for producing great thinking and expression. Central to Classical Education is the teaching in three phases of child development known as the Trivium. Scholars go through three distinct phases of learning: Grammar, Logic, and Rhetoric.

### **Teaching Methods**

**Direct Instruction Teaching Model Evolving to Socratic Instruction:** The teacher defines and teaches a concept, models the learning process, guides scholars through its application, and arranges for extended guided practice until mastery is achieved.

- 1. Structured-Discovery Learning:** A model that teachers will select when they want scholars actively participating in the learning process and to teach a particular academic content knowledge. Teachers may select this model: 1) to increase scholar motivation – the challenge of “making a discovery” 2) to promote higher-level thinking 3) to promote critical thinking skills 4) to enhance retention.
- 2. Socratic Teaching Method:** In Socratic teaching the focus is giving scholars questions, not answers. The teacher models an inquiring, probing mind by continually probing into the subject with questions.

**3. Charlotte Mason Methods:** Charlotte Mason’s methods are looked upon as simple but more importantly very effective. The method implies two things – an objective based on content and a standard and the step-by-step process you take to reach that objective. With that vision in mind, the process of the method becomes natural. Educating the scholar will become effortless because our teachers will be using every circumstance in the child’s life as a tool toward attaining that goal. Everything the young person does, whether it’s eating, play, work, learn, etc... will be seen as a way to educating the whole child in obtaining that objective in a very natural way.<sup>10</sup> The following are four essential methods of Miss Mason’s in our educational program:

1. **Copybook:** Self-created, it provides greater scholar engagement and helps them retain content learned in class. Used as a tool for making cross-curricular connections (e.g., between science & history and language arts). Used sequentially with the history timeline.
2. **Living Books:** Usually written by one person who has a passion for the subject. The great works of literature are integral in the teaching of the ELA program beginning in 2<sup>nd</sup> grade.
3. **Narration:** When a teacher asks the scholar to tell back in his own words what he/she just saw, heard or read. The lost art of narration is a topic that is trained to Leman Academy teachers.
4. **Nature Study:** Time spent outdoors by scholars to look at various aspects of nature around them and to enter their observations in their nature notebook. Advanced nature study is an important way to help science come alive for our scholars. A successful Nature Study program integrates ELA, Art and Mathematics into the sciences being taught.

## Target Population

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### **The students Leman Academy Central Tucson intends to serve:**

Leman Academy will market to families in a five-mile radius of the campus. We anticipate the enrollment to mirror the demographics of the neighborhoods surrounding our other campuses. We have seen an increased enrollment in Hispanic families most likely due to the marketing and outreach towards the Hispanic community. Two Worlds Branding has been retained to review all of the schools branding as it relates to the Hispanic community. From our experience, we have seen stronger enrollment activity from the lower grades.

**How the population is similar to or different from, the population currently served by the schools operating under Lemman Academy of Excellence charter:**

Sierra Vista: The population within a 5-mile radius of the proposed school is significantly larger (256,801) than that of entire city of Sierra Vista (43,208). Approximately 27% of the proposed school’s target population is of Hispanic or Latino descent with 73% not of Hispanic or Latino descent; this is similar to Sierra Vista with approximately 19% of Hispanic or Latino descent and 81% not of Hispanic or Latino

Marana: The population within a 5-mile radius of the proposed school is significantly larger (256,801) than that of a 5-mile radius of the Marana campus (67,473). Approximately 27% of the proposed school’s target population is of Hispanic or Latino descent with 73% not of Hispanic or Latino descent; this is similar to Marana with 25% of Hispanic or Latino descent and 75% not of Hispanic or Latino.

Oro Valley: The population within a 5-mile radius of the proposed school is significantly larger (256,801) than that of a 5-mile radius of the Oro Valley campus (85,711). Approximately 27% of the proposed school’s target population is of Hispanic or Latino descent with 73% not of Hispanic or Latino descent; this is similar to Oro Valley with 18% of Hispanic or Latino descent and 82% not of Hispanic or Latino descent.

Virtual: Current enrollment in Lemman Virtual is below 50 total scholars. The first year target was 100 scholars. The original concept was to target scholars in proximities with current campuses. That remains our primary scholar target and we are also seeing an interest in some of the more rural areas.

**Demonstration of Need and Desire for More Schools**

Previous market research shows the appeal of Classical Education combined with the educational choice **needs** in a community are qualities that make the prospect of the Lemman Academy of Excellence opening in their neighborhood desirable. A number of recurring themes occurred during the course of the research. A brief synopsis of these insights is provided below:

**1) School Choice:** Not every school is the right fit for every child. The school choices available will differ from one another, but not all choices offer a similar emphasis on the importance of the arts, literature and math and science. The mothers surveyed value school choice and understand that a parent knows when a school is the right fit. In recognizing the importance of matching a child with the right school, it was also noted that public schools have what seems to be a Sisyphean task: to be everything to every child. Unfortunately, this often creates a diluted public school system. The choice of education using Dr.Lemman’s philosophies does not exist here.

**2) School Administration:** A solid leader – Nathan Edwards- who knows the students and is ever-present – is pivotal to a successful school. Nathan will be in our system as

Principal of our new campus in East Tucson. A prior Principal/Vice Principal/Teacher in the surrounding public-school district, Mr. Edwards knows the community and has firsthand experience in this trade area.

Leman Academy's focus on leadership development and a strong support network from their central office allows for a Principal to focus exclusively on being the site based educational leader.

As a network, Leman Academy has hired the following Director level positions to support their network, including the Central Tucson campus: Head of Schools, Director of Professional Development, Director of Special Needs Scholars, Director of HR, CFO, and CEO. These departments' heads have resources and staff members that are hyper focused on the individual needs of the site based administrators, teaching staff and the needs of the school community. (See attached Faustus Management Company Org Chart)

**3) Technology in the Classroom:** Striking a balance between the need for children to be competent and comfortable with technology, but also to retain certain pillars of education (such as handwriting and sensory experiences) is an essential ingredient in the classroom. All Leman Academy campuses are Google Schools. All Leman curriculum has been standards aligned and made available through Google Team Drive. All lesson plans are shared or made available using Planbook.com. These lesson planning and curriculum tools are designed to provide a clear road map to the teaching staff. The curriculum and lesson planning resources allow for standardization from campus to campus yet still ensuring maximum flexibility to the teacher in the classroom. Only with aligned curriculum, detailed lesson planning, a strong professional development department, and data driven instruction can the organization ensure that each campus and each grade level teacher is correctly teaching the Leman way.

Chromebooks will be purchased as part of our start up IT budget and used for standardized testing and to be placed in each classroom and used for differentiated instruction and or small group practice. With our curriculum now mapped and available online the scholars can seamlessly move from instruction/discussion to small group research to the home environment and have the digital tools in place to access all the classroom content. Families sign an authorization form to use our proprietary content and each scholar is assigned an @lemanacademy.org email address.

**4) Interest / Needs / Desires for a School:** There were a genuine excitement and enthusiasm for Dr. Leman's body of work to become the cornerstone of a school. Additionally, marketing research shows a desire for Classical Education, some of which comes from those who were taught with that method. Dr. Leman has been a regular radio and TV personality in the Phoenix valley for over 25 years. Part of the marketing and outreach strategy will be to purchase media and pursue a public relations strategy that get the new school maximum exposure in the Tucson market.

**Whether the students will be primarily neighborhood or commuter;**

We expect most of our scholars will be coming to the central side campus within a five mile radius of the campus. It is not our intention to provide busing service for this campus.

**Demographic Profile of the Central Tucson population;**

There are 256,801 people within a 5-mile radius of our proposed site based on US Census data. The household income at \$66,146 is slightly above the Arizona average of \$48,621. 16.2% of the total population in the area is made up of children under 14. The best way for us to determine our target families is to index the demographic data against the known success of the Marana and Sierra Vista campuses and make operational adjustments based on that data.

The Central Tucson campus family income lands between the Marana community at \$74,398 and Sierra Vista at \$59,091. We believe that any operational adjustments based on economic conditions to be manageable and well within line of our current program offerings. The non owned households which could indicate a higher degree of transient families that would require additional remediation is at 29.7% in the central Tucson trade zone and 26% in Marana and 48.2% in Sierra Vista. We believe that the population in Central Tucson will mirror our Marana families more closely with stability and longevity in the school with less operational adjustments made for new families joining the campus more often.

The racial makeup of the families in the Central Tucson market is not significant to our model and we have shown that our enrollment profiles mirror the neighborhoods we operate in with a little higher percentage of Hispanic applicants. We attribute this increase to marketing efforts to the Hispanic community.

**Comparison of academic performance;**

2015-2016

|                            | ELA | Math |           |         |
|----------------------------|-----|------|-----------|---------|
| Leman Academy - Marana     | 68  | 67   | 0 miles   | Charter |
|                            |     |      |           |         |
| La Paloma Academy          | 33  | 41   | .7 miles  | Charter |
| Basis Ed – Alvernon        | 82  | 85   | 3.5 miles | Charter |
| Sonoran Science - Broadway | 58  | 57   | 2.8 miles | Charter |
| Tucson Country Day School  | 51  | 50   | 4.3 miles | Charter |
| Academy of Tucson Middle   | 53  | 38   | 4.5 miles | Charter |
| Academy of Tucson Elem     | 59  | 50   | 4.2 miles | Charter |
|                            |     |      |           |         |
| Blenman Elementary         | 25  | 22   | 3.8 miles | TUSD    |
| Bloom Elementary           | 28  | 29   | 3.8 miles | TUSD    |
| Sewell Elementary          | 40  | 38   | 1.9 miles | TUSD    |
| Hudlow Elementary          | 22  | 25   | 2.0 miles | TUSD    |
| Bonillas Elementary        | 30  | 37   | 4.0 miles | TUSD    |
| Wright Elementary          | 29  | 33   | 2.5 miles | TUSD    |

2016-2017

|                               | ELA       | Math      |           |         |
|-------------------------------|-----------|-----------|-----------|---------|
| <b>Leman Academy - Marana</b> | <b>64</b> | <b>56</b> | 0 miles   | Charter |
|                               |           |           |           |         |
| La Paloma Academy             | 34        | 45        | .7 miles  | Charter |
| Basis Ed – Alvernon           | 79        | 83        | 3.5 miles | Charter |
| Sonoran Science - Broadway    | 63        | 63        | 2.8 miles | Charter |
| Tucson Country Day School     | 52        | 47        | 4.3 miles | Charter |
| Academy of Tucson Middle      | 56        | 27        | 4.5 miles | Charter |
| Academy of Tucson Elem        | 63        | 44        | 4.2 miles | Charter |
|                               |           |           |           |         |
| Blenman Elementary            | 27        | 19        | 3.8 miles | TUSD    |
| Bloom Elementary              | 38        | 34        | 3.8 miles | TUSD    |
| Sewell Elementary             | 45        | 40        | 1.9 miles | TUSD    |
| Hudlow Elementary             | 17        | 20        | 2.0 miles | TUSD    |
| Bonillas Elementary           | 37        | 34        | 4.0 miles | TUSD    |
| Wright Elementary             | 33        | 34        | 2.5 miles | TUSD    |

2017-2018

|                               | ELA       | Math      |          |         |
|-------------------------------|-----------|-----------|----------|---------|
| <b>Leman Academy - Marana</b> | <b>54</b> | <b>57</b> | 0 miles  | Charter |
|                               |           |           |          |         |
| La Paloma Academy             | 31        | 45        | .7 miles | Charter |

|                            |    |    |           |         |
|----------------------------|----|----|-----------|---------|
| Basis Ed – Alvernon        | 76 | 84 | 3.5 miles | Charter |
| Sonoran Science - Broadway | 59 | 64 | 2.8 miles | Charter |
| Tucson Country Day School  | 56 | 52 | 4.3 miles | Charter |
| Academy of Tucson Middle   | 58 | 36 | 4.5 miles | Charter |
| Academy of Tucson Elem     | 60 | 40 | 4.2 miles | Charter |
|                            |    |    |           |         |
| Blenman Elementary         | 22 | 16 | 3.8 miles | TUSD    |
| Bloom Elementary           | 41 | 34 | 3.8 miles | TUSD    |
| Sewell Elementary          | 39 | 41 | 1.9 miles | TUSD    |
| Hudlow Elementary          | 29 | 33 | 2.0 miles | TUSD    |
| Bonillas Elementary        | 32 | 44 | 4.0 miles | TUSD    |
| Wright Elementary          | 27 | 39 | 2.5 miles | TUSD    |

Based on our AZ Merit comparisons and the demographic analysis we believe that the families in the central side trade area will mirror the families surrounding our successful Marana campus. With a rigorous, Classical Education program offering we are confident that we can maintain the high level of performance demonstrated in our current campus.

**Need not currently met for the target population;**

In analyzing the AZ Merit results, socio/economic makeup of the central Tucson trade zone and the Leman Academy of Excellence offering we have demonstrated that there is a need for a high-quality charter school in the proposed location. Families are looking for the best fit for their particular scholars. The addition of a Classical Education curriculum, fused with Charlotte Mason philosophies and intertwined with Dr. Kevin Leman’s teachings is currently not available on the east side of Tucson.

2016-

2017-

2018-

17

18

19

|                      | M          | OV       | SV         | M           | OV         | SV         | Virtual   | M           | OV         | SV         | Virtual   | Mesa      | E Tuc      |
|----------------------|------------|----------|------------|-------------|------------|------------|-----------|-------------|------------|------------|-----------|-----------|------------|
| K                    | 134        | 0        | 47         | 134         | 118        | 72         | 2         | 131         | 118        | 77         | 7         | 16        | 97         |
| 1                    | 140        | 0        | 39         | 130         | 70         | 72         | 1         | 134         | 126        | 80         | 8         | 7         | 110        |
| 2                    | 144        | 0        | 41         | 127         | 76         | 74         | 1         | 129         | 78         | 80         | 4         | 13        | 76         |
| 3                    | 141        | 0        | 37         | 129         | 77         | 50         | 2         | 127         | 77         | 81         | 7         | 11        | 77         |
| 4                    | 125        | 0        | 50         | 122         | 72         | 67         | 4         | 123         | 86         | 80         | 8         | 9         | 87         |
| 5                    | 106        | 0        | 26         | 122         | 52         | 77         | 1         | 123         | 81         | 79         | 6         | 12        | 77         |
| 6                    | 87         | 0        | 16         | 106         | 76         | 27         | 5         | 125         | 74         | 79         | 7         | 11        | 51         |
| 7                    | 86         | 0        | 0          | 93          | 0          | 20         | 5         | 110         | 77         | 48         | 10        | 0         | 0          |
| 8                    | 0          | 0        | 0          | 73          | 0          | 0          | 1         | 83          | 0          | 26         | 11        | 0         | 0          |
| <b>Total Site</b>    | <b>963</b> | <b>0</b> | <b>256</b> | <b>1036</b> | <b>541</b> | <b>459</b> | <b>22</b> | <b>1085</b> | <b>717</b> | <b>630</b> | <b>68</b> | <b>79</b> | <b>575</b> |
| <b>Total Charter</b> | 1231       |          |            | 2058        |            |            |           | 3154        |            |            |           |           |            |

2019-20

2020-21

|                      | M           | OV         | SV         | Virtual    | Mesa       | E Tuc      | M           | OV          | SV         | Virtual    | Mesa       | E Tuc       | Ctrl Tuc   |
|----------------------|-------------|------------|------------|------------|------------|------------|-------------|-------------|------------|------------|------------|-------------|------------|
| K                    | 130         | 81         | 84         | 15         | 52         | 130        | 130         | 125         | 84         | 25         | 78         | 130         | 140        |
| 1                    | 135         | 112        | 84         | 15         | 26         | 108        | 135         | 84          | 84         | 25         | 54         | 130         | 68         |
| 2                    | 140         | 140        | 84         | 15         | 26         | 135        | 140         | 130         | 84         | 25         | 54         | 130         | 65         |
| 3                    | 140         | 84         | 84         | 15         | 26         | 84         | 140         | 140         | 84         | 25         | 54         | 135         | 81         |
| 4                    | 140         | 84         | 84         | 15         | 26         | 84         | 140         | 140         | 84         | 25         | 54         | 104         | 72         |
| 5                    | 140         | 84         | 84         | 15         | 26         | 112        | 140         | 140         | 84         | 25         | 54         | 104         | 73         |
| 6                    | 140         | 84         | 84         | 15         | 26         | 78         | 140         | 140         | 84         | 25         | 54         | 135         | 55         |
| 7                    | 140         | 84         | 84         | 15         | 26         | 54         | 140         | 140         | 84         | 25         | 54         | 78          | 0          |
| 8                    | 112         | 84         | 50         | 15         | 0          | 0          | 140         | 84          | 84         | 25         | 27         | 54          | 0          |
| <b>Total Site</b>    | <b>1217</b> | <b>837</b> | <b>722</b> | <b>135</b> | <b>234</b> | <b>785</b> | <b>1245</b> | <b>1123</b> | <b>756</b> | <b>225</b> | <b>483</b> | <b>1000</b> | <b>554</b> |
| <b>Total Charter</b> | 3930        |            |            |            |            |            | 5386        |             |            |            |            |             |            |

2021-22

|               | M           | OV          | SV         | Virtual    | Mesa       | E<br>Tuc    | Ctrl<br>Tuc |
|---------------|-------------|-------------|------------|------------|------------|-------------|-------------|
| K             | 130         | 125         | 84         | 25         | 81         | 130         | 125         |
| 1             | 135         | 140         | 84         | 25         | 81         | 130         | 130         |
| 2             | 140         | 140         | 84         | 25         | 81         | 130         | 104         |
| 3             | 140         | 140         | 84         | 25         | 81         | 130         | 104         |
| 4             | 140         | 140         | 84         | 25         | 81         | 135         | 104         |
| 5             | 140         | 140         | 84         | 25         | 81         | 135         | 78          |
| 6             | 140         | 140         | 84         | 25         | 81         | 135         | 78          |
| 7             | 140         | 140         | 84         | 25         | 81         | 135         | 52          |
| 8             | 140         | 140         | 84         | 25         | 81         | 135         | 0           |
| Total Site    | <b>1245</b> | <b>1245</b> | <b>756</b> | <b>225</b> | <b>729</b> | <b>1195</b> | <b>775</b>  |
| Total Charter |             |             |            |            |            |             | 6170        |

## Meeting the Needs of the Target Population with a Unique and Quality Option

### Program of Instruction

A Classical education program with a Charlotte Mason influence is not offered anywhere in the central Tucson metro area as a charter option for families. Further, Dr. Leman's role as the school's founder brings another **unique** and unparalleled quality to the Leman Academy of Excellence. LAE is both **unique** and time-tested. A Classical education model has a solid track record of success. From communities that were once struggling with pupil achievement to neighborhoods with existing schools that were highly successful, Classical Educational schools thrive where they open. Noting what was previously stated above about the use of Dr. Leman's approach to child development and psychology and the use of relationships, the program's Charlotte Mason influence is well blended noting her two famous quotes "Education is an atmosphere, a discipline, a life" and "Education is the science of relations". Though the instruction may be Saxon Math (or any other) the daily interaction in the class is informed by these philosophies.

In addition to the strength of the Classical Educational model as a vehicle for pupil improvement, the daily class schedules for each grade level at LAE are specifically designed to meet the needs of the scholars in our target population by providing ample time to teach core academic content as well as provide differentiated instruction for scholars based on identified academic needs. The most pressing educational need of our target population is for improving scholar achievement in writing, followed by math and reading. The programs of study at LAE that specifically address these content areas are: Shurley Grammar, Latin, and Saxon Math.

### *Impact of Shurley Grammar*

Research has shown one of the essential features of Shurley Grammar, the ongoing use of feedback through formative assessments. Providing scholars with information about how well they are doing on a regular basis was found to be incredibly powerful, so much so that researcher John Hattie analyzed nearly 8,000 studies and concluded, "The most powerful single modification that enhances achievement is feedback. The simplest prescription for improving education must be 'dollops of feedback.'" The research found that the effects of feedback could increase achievement from 7 to 37 percent.<sup>i</sup> The continuous use of feedback with Shurley Grammar should provide significant scholar improvement in the writing skills of our target population.

### *Impact of Latin*

LAE's introduction of Latin will increase pupil achievement. A course of study that includes Latin can make significant pupil improvement by developing their reading skills, study skills, math problem-solving abilities, as well as attain higher test scores.<sup>ii</sup> The specific attributes of a Latin curriculum for pupil achievement is linked to data that demonstrates higher achievement on SAT scores and improved study skills for students who learn Latin.

As noted in earlier sections, the example of 6<sup>th</sup>-grade students in Indianapolis who studied Latin for 30 minutes each day for five months advanced nine months in their math problem-solving abilities. In addition, the students exhibited the following advances in other areas:

- Eight months in world knowledge
- One year in reading
- Thirteen months in language
- Four months in spelling
- Five months in science
- Seven months in social studies

### *Impact of Saxon Math*

Saxon Math is the math program chosen by Leman Academy of Excellence and has been implemented starting in Kindergarten and will continue throughout each grade level. Independent research, longitudinal studies, and field-testing provide clear evidence that the Saxon Math program shows immediate, dramatic, and sustained improvement for all scholars.<sup>iii</sup> The Saxon Math program is based on an incremental pedagogical approach that emphasizes practice, review and frequent cumulative assessment. Over the past thirty years, research has suggested that there is value in a teaching method that uses small, easily understood pieces of information that are distributed across an extended period of time.<sup>iv</sup> It is the Saxon philosophy that mathematics learning should build on prior learning. Saxon Math's approach to math instruction aims to ensure that scholars both gain and retain essential math skills.

These itemized curricula may appear in other programs, however, our offering is unique because of the infusion of Dr. Leman's writings in the foundational philosophical construction of the classroom, the curriculum presentation, and the training of staff. His writings on the upbringing and development of youth is unique. This is understood by the parents and sought by them.

It is because of this unique infusion that at LAE, our teachers and the students will build meaningful relationships, where students see the classroom as a safe place to succeed and fail, as they know they have the support of the teacher to come alongside them and bring them along academically and emotionally. LAE scholars will feel a sense of belonging to the school because the teachers and scholars are collaborators and life-long learners together.

### **Educational Options and Need for The School - Conclusion**

Leman Academy of Excellence can seamlessly address the specific needs of this community while simultaneously addressing a universal need that will benefit any community. Dr. Leman's world-renowned approach on the parent-child relationship brings new intellectual capital to the family/school connection, which is a proven approach to increasing educational outcomes.<sup>v</sup>

## **Number of Instructional Days: Central Tucson proposed site;**

Leman Academy of Excellence provides a rigorous, time-tested educational model with a challenging curriculum in a **180 - day** annual session. These attributes, combined with a dynamic school culture that raises the level of parental involvement, will thrive in any community.

## **Advertising and Promotion – Timeline and Communication To The Public**

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Leman Academy of Excellence believed that the target enrollment goal for the Marana campus' first-year was aggressive; and felt the advertising and promotion plan was too. It is an approach that takes advantage of Dr. Leman's notoriety and ability to draw an audience. However, with the Marana campus exceeding its first-year goals and opening its second year ahead of the previously stated third-year goals there is a great satisfaction with an aggressive approach that takes advantage of Dr. Leman's notoriety and ability to draw an audience. LAE's advertising and promotion is scheduled to build on the original success.

### **A. Advertising & Promotion Plan**

In year one, much of the target enrollment will be derived from kindergarten and first grade alone. Advertising and public relations efforts will blanket the whole of central Tucson, however, special grass roots marketing efforts will be directed at reaching families with children aging out of Pre-K and Kindergarten programs in schools and day care centers that serve an infant/toddler/pre-k/kindergarten community.

In year two, the enrollment projections allow for the following assumptions:

- Limited attrition
- Higher levels of interest in K and 1<sup>st</sup> grades, increasing both grades to five classrooms (one additional classroom at each level)
- Increase at 6<sup>th</sup> grade - beginning to build a community for middle school

Based on the above assumptions, the year two marketing plan requires a steady focus on the feeder school relationships (see below) and a particular emphasis on the growing middle school program.

In year three, the enrollment projections allow for the following assumptions:

- Limited attrition, gaps from which are filled with new students
- Enrollment focus remains heavy on feeder schools that conclude at Pre-K
- Increased capacity at 3<sup>rd</sup> grade
- Increased capacity at 6<sup>th</sup> grade to continue building the middle school community

The rationale behind an increase at 3<sup>rd</sup> grade in year three centers on three presumptions 1) brand awareness of LAE - its reputation and quality – will be solidly formed within the central Tucson community creating a sense of demand; 2) third grade is a comfortable age for parents to change their child’s school – leaving a school that a family has been a part of for two or three years is easier than leaving a school community after three or four years; and 3) third grade is when Latin is introduced to LAE scholars, which is an ideal time to bring in a larger cohort in this grade level. Additionally, for incoming third graders, LAE offers a continuous community for six more years.

The marketing plan for year three focuses again on feeder school relationships with pre-k programs, middle school enrollment and communicating to the community (through PSAs, advertising, and direct mail).

### **Segmenting the Target Audience by Age**

#### *Recruiting Kindergarten and First Grade*

Developing relationships with potential feeder schools in the start-up year and beyond is essential to laying the ground work for enrollment at Lemman Academy of Excellence – both in year one and beyond. Recognizing that many preschool programs offer Kindergarten, LAE marketing efforts will be sensitive to only approach families with students who are aging out of a feeder school’s program. LAE seeks to establish long-term relationships with potential feeder schools and recognizes that competing for a schools potential Kindergarten class will undermine efforts for a healthy and long-term feeder school relationship. The list below includes day care, pre-school and pre-school / kindergarten programs. Particular emphasis will be placed on developing relationships with programs that end at Pre-K and in the long run, will be the primary sources for rising kindergarteners – which will be the primary point of entry to Lemman Academy of Excellence by year four.

A letter of introduction will be sent to each prospective feeder school with an emphasis on the fact that Lemman Academy of Excellence is only interested in reaching students who are aging out of the school’s program. The letter will include information about Dr. Lemman, the LAE philosophy and program goals, and an offer to have Dr. Lemman speak at the school. Each letter will be followed up with a phone call to secure a date for Dr. Lemman to address the families of the east valley preschool and Kindergarten parents who are in the process of looking for a new school. The hosting school receives the benefit of offering a unique and sought-after speaker to their parent body in a small and intimate environment. Simultaneously, the Lemman Academy of Excellence has the benefit of a relevant audience for a limited cost.

These speaking engagements will not only provide information about the Lemman Academy of Excellence to an appropriate audience but will also start to generate word of mouth marketing for the school. When possible, invitations to these speaking events will link through the hosting school’s Facebook page and RSVPs will be captured on the LAE

Facebook page, which will enable the social media conversation about Lemman Academy of Excellence to continue long after the speaking engagement is over.

In addition to developing and fostering strong feeder school relationships, to build enrollment in the kindergarten and first-grade classrooms at LAE, a direct mail campaign will enable Lemman Academy of Excellence to reach this target audience.

***Elementary-Aged Scholars & Rising Middle School Scholars***

The greater challenge for meeting enrollment goals at Lemman Academy of Excellence will be in grades 2-6; this span of ages represents much of the student body in year one. While there is not an obvious feeder pattern for these students, there is a greater variety of reasons a family may be looking to a new school. The chart on the following page aligns marketing tactics with circumstances that would position Lemman Academy of Excellence as the right educational choice for families.

| <b>Circumstances that Result in School Choice<br/>Aligned with LAE Marketing Tactics</b> |  |
|--|--|
| <b>Family Circumstances that Position<br/>LAE as the Right Education Choice</b>          | <b>Marketing Tactic to Reach this Audience</b>   |
| Dissatisfied with current school   | <ul style="list-style-type: none"> <li>• Direct Mail</li> <li>• Google Ad Words purchase with central Valley geographical range: “new schools, elementary schools”</li> <li>• Facebook ads targeting a 5 mile geographic region with users identified as mother or father</li> </ul>   |
| Drawn to Classical Education and /or Charlotte Mason                                     | <ul style="list-style-type: none"> <li>• Direct mail</li> <li>• Google Ad Word &amp; Facebook Ads purchase with central Valley geographical range: “Classical Education, Charlotte Mason”</li> <li>• Advertising (more below)</li> </ul>   |
| Familiar with Dr. Leman’s Body of Work   | <ul style="list-style-type: none"> <li>• Direct Mail</li> <li>• News regarding LAE on Dr. Leman’s website</li> <li>• Social media connections with Dr. Leman’s network</li> <li>• Radio and TV appearances as available</li> <li>• Outreach and speaking engagements with Dr. Leman at churches and community centers in the geographic area.</li> </ul>                         |
| Moving into the area / new to central Valley   | <ul style="list-style-type: none"> <li>• Working with real estate agents to provide information to new home buyers</li> <li>• Working with developers building new communities</li> <li>• Working with HR departments of major employers to include information about LAE to new employees / transfers / relocation packages</li> <li>• Outdoor advertising placement</li> </ul> |
| Looking for a long-term school choice that includes middle school                        | <ul style="list-style-type: none"> <li>• Direct Mail</li> <li>• Google Ad Words / Facebook Ads purchase with central Valley geographical range: “middle schools, charter schools, charter middle schools”</li> </ul>   |

- In addition to efforts that are targeted by age group and family circumstance, the Leman Academy of Excellence advertising and promotion plan includes outreach to the broader community to reinforce our message throughout the central valley. Fliers / Community Notices
  - YMCA
  - Parks & Recreation
  - Churches & Synagogues
  - Chamber of Commerce
  
- Internet & Social Media
  - Website development
  - Facebook Page
  
- Radio & Television Advertising
  - Specific stations / shows that reach LAE's audience

**B. Advertising & Promotion Costs**

In the Start-Up budget, \$35,000 has been allocated to marketing Leman Academy of Excellence. Recognizing how essential marketing is to attract scholars/families and meeting enrollment goals, the three year operating budget sustains marketing at the \$35,000 investment in year one. In year two, the marketing budget drops to \$25,000 and in year three it is further reduced to \$10,000. Leman Academy of Excellence Board believe that after three-years of intense marketing and public relations efforts to solidify LAE's presence in the community, a marketing budget needs to be maintained to strengthen the LAE brand and ensure the school remains relevant and recognizable.

The break down for the first year budget of \$35,000 is:

|          |   |
|----------|---|
| \$15,000 | Direct mail, households in a 10-mile radius with children under 12      |
| \$5,000  | Web based marketing to include - Search Engine Optimization - Facebook. |
| \$5,000  | Radio advertising   |
| \$3,000  | Printing and brochure/welcome package design                            |
| \$5,000  | Cable TV  |
| \$2,000  | Outdoor Billboards  |

**C. Rationale for Advertising & Promotion Costs**

Tagline Media Group of Tucson has already started working on the Lemman Academy of Excellence marketing plan. The promotion costs and rationale for LAE’s advertising were developed under the guidance of Tagline Media Group.

Tagline proposes a combination of targeted advertising and very specific broadcast media buys. The goal of the marketing campaign is to reach households with children ages 4 to 11. Tagline has determined that the woman of the household is the primary decision maker and will target their design and messaging towards young mothers. All marketing will prominently feature Dr. Kevin Lemman’s body of work and national appearances on recognizable media outlets. Key marketing points of the campaigns will include key features of Lemman Academy of Excellence to include its focus on the entire learning experience with emphasis on classical education principals, state of the art campus and technologies, and safety and values based education.

**D. Timeline for Advertising and Promotion**

The chart below outlines the narrative above by month, activity and responsible party.

| Leman Academy of Excellence<br>Timeline for Advertising & Promotion |  |                      |
|---|--|----------------------|
| Month /<br>Timeframe  | Activity   | Responsible<br>Party |
|   |  |                      |
| Fall 2019   | <ul style="list-style-type: none"> <li>• Letters sent to prospective feeder schools</li> <li>• Follow up calls and scheduling dates</li> </ul>   | LAE Board & Staff    |
| Winter 2019   | <ul style="list-style-type: none"> <li>• Dr. Lemman begins speaking engagements at local preschools (Goal: 7 events scheduled)</li> </ul>  | LAE Board & Staff    |
| January 2020  | <ul style="list-style-type: none"> <li>• Radio advertising begins</li> </ul>   | Tagline Media        |
| February 2020   | <ul style="list-style-type: none"> <li>• First Direct Mail Piece Sent (advertises Open House with Dr. Lemman)</li> <li>• Radio Advertising continues</li> <li>• Social Media web-based advertising begins</li> </ul> | Tagline Media Group  |
| March 2020  | <ul style="list-style-type: none"> <li>• Radio advertising ends</li> <li>• Social Media web based advertising continues</li> <li>• First of two Open Houses</li> </ul> <p><b>Enrollment Goal: 175</b></p>            | Tagline Media Group  |
| April 2020  | <ul style="list-style-type: none"> <li>• Second Direct Mail Piece Sent</li> <li>• Social Media web-based advertising campaign ends</li> </ul>  | Tagline Media Group  |

|           |  |                     |
|-----------|--|---------------------|
|           | <b>Enrollment Goal: 275</b>  |                     |
| May 2020  | <ul style="list-style-type: none"> <li>• Comcast Ads begin</li> <li>• Second Open House</li> </ul> <b>Enrollment Goal: 375</b>               | Tagline Media Group |
| June 2020 | <ul style="list-style-type: none"> <li>• Third Direct Mail Piece sent</li> <li>• Comcast ads continue</li> </ul> <b>Enrollment Goal: 450</b> | Tagline Media Group |
| July 2020 | <ul style="list-style-type: none"> <li>• Comcast campaign ends</li> </ul> <b>Enrollment Goal: 554</b>  | Tagline Media Group |

### **Additional Concrete Resources: New site**

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Leman Academy of Excellence recognizes an additional campus with the projected number of scholars will require the acquisition of a variety of resources prior to the receipt of any state payments. The following highlights the resources to be implemented prior to school opening and the source of the funding for them.

#### **Existing Resources**

The central campus will be a part of the organizational services provided at the home office. As Leman Academy of Excellence continues to consolidate, organize and improve its back office services needed in the run up this year to the other campus openings, services such as Accounting, Information Technology, Payroll & Human Resources, Legal Services, SAIS, Insurance, and other Administration needs will be provided by the existing staff. This will continue beyond the initial start up and provide the organization natural benefits of efficiency to allow increased dollars to the classroom.

#### **New Costs**

The new costs associated with the new campus, such as; land acquisition, building construction, site improvements, fixtures, furnishings, and equipment **are covered with the funds (debt)** acquired for the site. The financing is generally sought and in place between eight and ten months before the opening of the school. A small additional amount, included within the funds, will cover such additional startup costs as utilities, phone and internet connectivity, student and office technology, initial lease cost for security and copiers, maintenance equipment, initial salary costs prior to state payments, and some supplies. The amounts are shown on the attached start up budget file and are based on the experience of recent opens.

A significant amount of the supplies costs will be for the base curricular needs to establish the classrooms. LAE has established the following items for those needs:

#### **Shurley Grammar**

**Elemental Science**  
**Memoria Press Logic**  
**Cambridge Latin**  
**Journey's**  
**Saxon Math**

The two-year use of the annual cycle of placing these curricular resources in the hands of teachers and scholars at the first campus has established the relationships with suppliers and the focus on just what is needed to put into the new classrooms. Again, these costs are allowed for in the **new funding (debt)**.

The Central Tucson campus will be the sixth campus in the Lemman Academy portfolio. The experience in meeting design and construction deadlines, building the campuses to ensure quality and consistency is an area that the Board of Directors and Administration have demonstrated competency and stewardship. All aspects of a new site launch include staffing, supplies, curriculum, furniture and fixtures and all marketing to launch a new site.

**Transportation & Food Services** – Lemman Academy of Excellence does not provide students with these services.

### **Education Service Provider Relationship**

Faustus Management Company LLC (FMC) provides comprehensive management and financial services and resources to Lemman Academy of Excellence. Major managerial functions including the CEO, Head of Schools, CFO, business department, HR department, new school financing services, investor acquisition and reporting functions, accounting and reporting services (both to the State of Arizona and bond holders), marketing and brand management, procurement support, curriculum design and resources, fundraising support and teacher hiring and training services. All management contracts are approved by the Board of Directors.

Lemman Academy of Excellence has an operating agreement FMC to provide the following services:

#### **Curriculum**

- Curriculum unique to Lemman Academy of Excellence. In addition to customized and mapped curriculum, all curriculum purchases from publishing companies. See Curriculum Mapping and Resources section below.

#### **Management**

- Includes executive admin services, fiscal reporting, payroll, IT support, brand management and marketing, legal and accounting services, HR hiring, and training services, purchasing services, facilities management. The use of the Lemman Academy of

Excellence brand and all associated intellectual property is included in the management fee.

**Capital Purchases**

- LEA packages and sources short term and long-term capital requirements to benefit the Lemna Academy sites. LAE does have a financial benefit from furniture purchases, IT purchases made on behalf of the contracted sites. LAE functions as the expertise to find and structure capital purchase to benefit the Lemna Academy campuses.

**Operating Lease**

- The central side campus is set to be funded via an operating lease, provided by a third-party financier. LAE will negotiate and ensure that the lease is managed on a go forward basis. LAE is not the lease holder.

**Staffing**

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Central to the success of a Lemna Academy of Excellence educational success is the teachers and support staff that deliver the curriculum and support the educational functions. LAE recognizes how pivotal teachers are in creating an environment that is rigorous and demanding while simultaneously emulating a comfortable and welcoming home for learning. Recruiting high quality and skilled personnel is a top priority for the LAE Board of Directors.

**A. Staffing Plan**

| <b>School Name: Lemna Academy of Excellence East Tucson</b> |                                |                              |                              |                              |
|---|--------------------------------|------------------------------|------------------------------|------------------------------|
|   | <b>Number of Staff Members</b> |                              |                              |                              |
| <b>Position</b>   | <b>Current—<br/>FY19</b>       | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Administration  | 2                              | 2                            | 3                            | 3                            |
| Teachers/Instructional Staff                                |                                |                              |                              |                              |
| Kindergarten  | 4                              | 5                            | 5                            | 5                            |
| 1 <sup>st</sup>   | 4                              | 4                            | 5                            | 5                            |
| 2 <sup>nd</sup>   | 3                              | 5                            | 5                            | 5                            |
| 3 <sup>rd</sup>   | 3                              | 3                            | 5                            | 5                            |
| 4 <sup>th</sup>   | 4                              | 3                            | 4                            | 5                            |
| 5 <sup>th</sup>   | 3                              | 4                            | 4                            | 5                            |
| 6 <sup>th</sup>   | 2                              | 3                            | 5                            | 5                            |

|   |    |    |    |    |
|---|----|----|----|----|
| 7 <sup>th</sup>                           | 0  | 2  | 3  | 5  |
| 8 <sup>th</sup>                           | 0  | 0  | 2  | 5  |
| 9 <sup>th</sup>                           | 0  | 0  | 0  | 0  |
| 10 <sup>th</sup>                          | 0  | 0  | 0  | 0  |
| 11 <sup>th</sup>                          | 0  | 0  | 0  | 0  |
| 12 <sup>th</sup>                          | 0  | 0  | 0  | 0  |
| Specialty Staff<br>(Music, Art, PE, etc.) | 4  | 5  | 8  | 8  |
| Special Education                         | 2  | 2  | 3  | 3  |
| Paraprofessional                          | 8  | 8  | 8  | 8  |
| <b>Additional Staff</b>                   |    |    |    |    |
| List title:<br>Lunch Program              | 1  | 1  | 2  | 2  |
| List title:<br>Afterschool Program        | 4  | 5  | 6  | 7  |
| List title:<br>Health Office              | 1  | 1  | 2  | 2  |
| List title:<br>Facilities                 | 1  | 1  | 2  | 2  |
| List title:<br>Admin Support              | 2  | 2  | 3  | 4  |
| <b>Total Number of<br/>Staff Members</b>  | 48 | 56 | 75 | 84 |

| <b>School Name: Lemman Academy of Excellence Sierra Vista</b> |                                |                              |                              |                              |
|---|--------------------------------|------------------------------|------------------------------|------------------------------|
|   | <b>Number of Staff Members</b> |                              |                              |                              |
| <b>Position</b>   | <b>Current—<br/>FY19</b>       | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Administration  | 2                              | 2                            | 2                            | 2                            |
| <b>Teachers/Instructional<br/>Staff</b>                       |                                |                              |                              |                              |
| Kindergarten  | 3                              | 3                            | 3                            | 3                            |
| 1 <sup>st</sup>   | 3                              | 3                            | 3                            | 3                            |
| 2 <sup>nd</sup>   | 3                              | 3                            | 3                            | 3                            |
| 3 <sup>rd</sup>   | 3                              | 3                            | 3                            | 3                            |
| 4 <sup>th</sup>   | 3                              | 3                            | 3                            | 3                            |
| 5 <sup>th</sup>   | 3                              | 3                            | 3                            | 3                            |
| 6 <sup>th</sup>   | 3                              | 3                            | 3                            | 3                            |

|  |    |    |    |    |
|--|----|----|----|----|
| 7 <sup>th</sup>                        | 2  | 3  | 3  | 3  |
| 8 <sup>th</sup>                        | 1  | 2  | 3  | 3  |
| 9 <sup>th</sup>                        | 0  | 0  | 0  | 0  |
| 10 <sup>th</sup>                       | 0  | 0  | 0  | 0  |
| 11 <sup>th</sup>                       | 0  | 0  | 0  | 0  |
| 12 <sup>th</sup>                       | 0  | 0  | 0  | 0  |
| Specialty Staff (Music, Art, PE, etc.) | 5  | 5  | 5  | 5  |
| Special Education                      | 2  | 2  | 2  | 2  |
| Paraprofessional                       | 8  | 8  | 8  | 8  |
| <b>Additional Staff</b>                |    |    |    |    |
| List title:<br>Lunch Program           | 2  | 2  | 2  | 2  |
| List title:<br>Afterschool Program     | 0  | 0  | 0  | 0  |
| List title:<br>Health Office           | 1  | 1  | 1  | 1  |
| List title:<br>Facilities              | 1  | 1  | 1  | 1  |
| List title:<br>Admin Support           | 3  | 3  | 3  | 3  |
| <b>Total Number of Staff Members</b>   | 48 | 50 | 51 | 51 |

| <b>School Name: Lemman Academy of Excellence Virtual Academy</b> |                                |                              |                              |                              |
|--|--------------------------------|------------------------------|------------------------------|------------------------------|
|  | <b>Number of Staff Members</b> |                              |                              |                              |
| <b>Position</b>  | <b>Current—<br/>FY19</b>       | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Administration   | 1                              | 1                            | 1                            | 1                            |
| <b>Teachers/Instructional Staff</b>                              |                                |                              |                              |                              |
| Kindergarten   | 0.5                            | 0.5                          | 1                            | 1                            |
| 1 <sup>st</sup>  | 0.5                            | 0.5                          | 1                            | 1                            |
| 2 <sup>nd</sup>  | 0.5                            | 0.5                          | 1                            | 1                            |
| 3 <sup>rd</sup>  | 0.5                            | 0.5                          | 1                            | 1                            |
| 4 <sup>th</sup>  | 0.5                            | 0.5                          | 1                            | 1                            |
| 5 <sup>th</sup>  | 0.5                            | 0.5                          | 1                            | 1                            |
| 6 <sup>th</sup>  | 0.66                           | 0.66                         | 1                            | 1                            |

|  |      |      |    |    |
|--|------|------|----|----|
| 7 <sup>th</sup>                        | 0.66 | 0.66 | 1  | 1  |
| 8 <sup>th</sup>                        | 0.68 | 0.68 | 1  | 1  |
| 9 <sup>th</sup>                        | 0    | 0    | 0  | 0  |
| 10 <sup>th</sup>                       | 0    | 0    | 0  | 0  |
| 11 <sup>th</sup>                       | 0    | 0    | 0  | 0  |
| 12 <sup>th</sup>                       | 0    | 0    | 0  | 0  |
| Specialty Staff (Music, Art, PE, etc.) | 0    | 1    | 1  | 1  |
| Special Education                      | 0.5  | 1    | 2  | 2  |
| Paraprofessional                       | 0    | 0    | 0  | 0  |
| <b>Additional Staff</b>                |      |      |    |    |
| List title:<br>Lunch Program           | 0    | 0    | 0  | 0  |
| List title:<br>Afterschool Program     | 0    | 0    | 0  | 0  |
| List title:<br>Health Office           | 0    | 0    | 0  | 0  |
| List title:<br>Facilities              | 0    | 0    | 0  | 0  |
| List title:<br>Admin Support           | 0    | 0    | 0  | 0  |
| <b>Total Number of Staff Members</b>   | 6.5  | 8    | 13 | 13 |

| <b>School Name: Leman Academy of Excellence Marana</b> |                                |                              |                              |                              |
|--|--------------------------------|------------------------------|------------------------------|------------------------------|
|  | <b>Number of Staff Members</b> |                              |                              |                              |
| <b>Position</b>  | <b>Current—<br/>FY19</b>       | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Administration   | 3                              | 3                            | 3                            | 3                            |
| <b>Teachers/Instructional Staff</b>                    |                                |                              |                              |                              |
| Kindergarten   | 5                              | 5                            | 5                            | 5                            |
| 1 <sup>st</sup>  | 5                              | 5                            | 5                            | 5                            |
| 2 <sup>nd</sup>  | 5                              | 5                            | 5                            | 5                            |
| 3 <sup>rd</sup>  | 5                              | 5                            | 5                            | 5                            |
| 4 <sup>th</sup>  | 5                              | 5                            | 5                            | 5                            |
| 5 <sup>th</sup>  | 5                              | 5                            | 5                            | 5                            |
| 6 <sup>th</sup>  | 5                              | 5                            | 5                            | 5                            |

|  |    |    |    |    |
|--|----|----|----|----|
| 7 <sup>th</sup>                        | 4  | 5  | 5  | 5  |
| 8 <sup>th</sup>                        | 4  | 4  | 5  | 5  |
| 9 <sup>th</sup>                        | 0  | 0  | 0  | 0  |
| 10 <sup>th</sup>                       | 0  | 0  | 0  | 0  |
| 11 <sup>th</sup>                       | 0  | 0  | 0  | 0  |
| 12 <sup>th</sup>                       | 0  | 0  | 0  | 0  |
| Specialty Staff (Music, Art, PE, etc.) | 8  | 8  | 8  | 8  |
| Special Education                      | 2  | 2  | 2  | 2  |
| Paraprofessional                       | 8  | 8  | 8  | 8  |
| <b>Additional Staff</b>                |    |    |    |    |
| List title:<br>Lunch Program           | 2  | 2  | 2  | 2  |
| List title:<br>Afterschool Program     | 7  | 7  | 7  | 7  |
| List title:<br>Health Office           | 2  | 2  | 2  | 2  |
| List title:<br>Facilities              | 2  | 2  | 2  | 2  |
| List title:<br>Admin Support           | 3  | 3  | 3  | 3  |
| <b>Total Number of Staff Members</b>   | 80 | 81 | 82 | 82 |

| <b>School Name: Lemman Academy of Excellence Oro Valley</b> |                                |                              |                              |                              |
|---|--------------------------------|------------------------------|------------------------------|------------------------------|
|   | <b>Number of Staff Members</b> |                              |                              |                              |
| <b>Position</b>   | <b>Current—<br/>FY19</b>       | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Administration  | 3                              | 3                            | 3                            | 3                            |
| <b>Teachers/Instructional Staff</b>                         |                                |                              |                              |                              |
| Kindergarten  | 5                              | 3                            | 5                            | 5                            |
| 1 <sup>st</sup>   | 5                              | 4                            | 3                            | 5                            |
| 2 <sup>nd</sup>   | 3                              | 5                            | 5                            | 5                            |
| 3 <sup>rd</sup>   | 3                              | 3                            | 5                            | 5                            |
| 4 <sup>th</sup>   | 4                              | 3                            | 5                            | 5                            |
| 5 <sup>th</sup>   | 3                              | 3                            | 5                            | 5                            |

|  |           |           |           |           |
|--|-----------|-----------|-----------|-----------|
| 6 <sup>th</sup>                        | 3         | 3         | 5         | 5         |
| 7 <sup>th</sup>                        | 3         | 3         | 5         | 5         |
| 8 <sup>th</sup>                        | 0         | 3         | 3         | 5         |
| 9 <sup>th</sup>                        | 0         | 0         | 0         | 0         |
| 10 <sup>th</sup>                       | 0         | 0         | 0         | 0         |
| 11 <sup>th</sup>                       | 0         | 0         | 0         | 0         |
| 12 <sup>th</sup>                       | 0         | 0         | 0         | 0         |
| Specialty Staff (Music, Art, PE, etc.) | 5         | 5         | 8         | 8         |
| Special Education                      | 1         | 1         | 2         | 2         |
| Paraprofessional                       | 14        | 12        | 12        | 12        |
| <b>Additional Staff</b>                |           |           |           |           |
| List title:<br>Lunch Program           | 2         | 2         | 2         | 2         |
| List title:<br>Afterschool Program     | 4         | 5         | 7         | 7         |
| List title:<br>Health Office           | 1         | 1         | 2         | 2         |
| List title:<br>Facilities              | 1         | 2         | 2         | 2         |
| List title:<br>Admin Support           | 3         | 3         | 3         | 3         |
| <b>Total Number of Staff Members</b>   | <b>63</b> | <b>64</b> | <b>82</b> | <b>86</b> |

| <b>School Name: Lemn Academy of Excellence Mesa</b> |                                |                              |                              |                              |
|---|--------------------------------|------------------------------|------------------------------|------------------------------|
|   | <b>Number of Staff Members</b> |                              |                              |                              |
| <b>Position</b>                                     | <b>Current—<br/>FY19</b>       | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Administration                                      | 1                              | 1                            | 2                            | 2                            |
| <b>Teachers/Instructional Staff</b>                 |                                |                              |                              |                              |
| Kindergarten  | 1                              | 2                            | 3                            | 3                            |
| 1 <sup>st</sup>                                     | 1                              | 1                            | 2                            | 3                            |
| 2 <sup>nd</sup>                                     | 1                              | 1                            | 2                            | 3                            |
| 3 <sup>rd</sup>                                     | 1                              | 1                            | 2                            | 3                            |
| 4 <sup>th</sup>                                     | 1                              | 1                            | 2                            | 3                            |
| 5 <sup>th</sup>                                     | 1                              | 1                            | 2                            | 3                            |

|  |           |           |           |           |
|--|-----------|-----------|-----------|-----------|
| 6 <sup>th</sup>                        | 1         | 1         | 2         | 3         |
| 7 <sup>th</sup>                        | 0         | 1         | 2         | 3         |
| 8 <sup>th</sup>                        | 0         | 0         | 1         | 3         |
| 9 <sup>th</sup>                        | 0         | 0         | 0         | 0         |
| 10 <sup>th</sup>                       | 0         | 0         | 0         | 0         |
| 11 <sup>th</sup>                       | 0         | 0         | 0         | 0         |
| 12 <sup>th</sup>                       | 0         | 0         | 0         | 0         |
| Specialty Staff (Music, Art, PE, etc.) | 1         | 2         | 5         | 5         |
| Special Education                      | 0         | 1         | 1         | 2         |
| Paraprofessional                       | 1         | 2         | 4         | 7         |
| <b>Additional Staff</b>                |           |           |           |           |
| List title:<br>Lunch Program           | 1         | 1         | 1         | 2         |
| List title:<br>Afterschool Program     | 0         | 0         | 0         | 0         |
| List title:<br>Health Office           | 0         | 1         | 1         | 1         |
| List title:<br>Facilities              | 1         | 1         | 1         | 1         |
| List title:<br>Admin Support           | 1         | 1         | 2         | 3         |
| <b>Total Number of Staff Members</b>   | <b>13</b> | <b>19</b> | <b>35</b> | <b>50</b> |

## Leadership Staffing Chart

Complete the table below to provide current and anticipated leadership for the school(s) operated by the Charter Holder.

Directions:

- In the “Title” column, list the title of each leadership position at the school. Consider all individuals who are part of the leadership team (e.g. principal, instructional coach, lead teacher, etc.).
- In the “Current” and “Anticipated” columns, list the **names** of the individuals that will hold each of the leadership positions during the current and upcoming three fiscal years. If an existing staff member will not hold the position in the projected year, write “New Hire” or “TBD” (to be determined) in the box for that position.
- Copy and paste the chart for each school operated by the Charter Holder.

|   |
|---|
| <b>School Name: Leman Academy of Excellence, Inc. -Faustus Management Company</b> |
|---|

|                              | <b>Leadership Team</b>   |                              |                              |                              |
|------------------------------|--------------------------|------------------------------|------------------------------|------------------------------|
| <b>Title</b>                 | <b>Current—<br/>FY19</b> | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| CEO                          | Joe Higgins              | Joe Higgins                  | Joe Higgins                  | Joe Higgins                  |
| CFO                          | Katie Determan           | Katie Determan               | Katie Determan               | Katie Determan               |
| Head of Schools              | Dennis O'Reilly          | Dennis O'Reilly              | Dennis O'Reilly              | Dennis O'Reilly              |
| Director of Professional Dev | David Towne              | David Towne                  | David Towne                  | David Towne                  |
| Instructional Coach          | Krissy O'Reilly          | Krissy O'Reilly              | Krissy O'Reilly              | Krissy O'Reilly              |
| Special Education Director   | Brenda Moseley           | Brenda Moseley               | Brenda Moseley               | Brenda Moseley               |
| Human Resources Coordinator  | Edlin Nunez              | Edlin Nunez                  | Edlin Nunez                  | Edlin Nunez                  |
| Accounting Coordinator       | Christina Schuler        | Christina Schuler            | Christina Schuler            | Christina Schuler            |
|                              |                          |                              |                              |                              |
|                              |                          |                              |                              |                              |
|                              |                          |                              |                              |                              |
|                              |                          |                              |                              |                              |
|                              |                          |                              |                              |                              |

**Staffing Leadership By Campus**

| <b>School Name: Lemana Academy of Excellence - Marana</b> |                          |                              |                              |                              |
|---|--------------------------|------------------------------|------------------------------|------------------------------|
|   | <b>Leadership Team</b>   |                              |                              |                              |
| <b>Title</b>  | <b>Current—<br/>FY19</b> | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Principal/Head of Schools                                 | Dennis O'Reilly          | Dennis O'Reilly              | Dennis O'Reilly              | Dennis O'Reilly              |
| Vice Principal  | Cindy Senn               | Cindy Senn                   | Cindy Senn                   | Cindy Senn                   |
| Vice Principal  | Luke Kolasch             | Luke Kolasch                 | Luke Kolasch                 | Luke Kolasch                 |

| <b>School Name: Lemana Academy of Excellence – Oro Valley</b> |
|---|
|---|

| <b>Leadership Team</b> |                  |                  |                  |                  |
|------------------------|------------------|------------------|------------------|------------------|
| <b>Title</b>           | Current—FY19     | Anticipated—FY20 | Anticipated—FY21 | Anticipated—FY22 |
| Principal              | Bethany Papajohn | Bethany Papajohn | Bethany Papajohn | Bethany Papajohn |
| Vice Principal         | Gayle Macklin    | Gayle Macklin    | Gayle Macklin    | Gayle Macklin    |

| <b>School Name: Lemn Academy of Excellence – Sierra Vista</b> |              |                  |                  |                  |
|---|--------------|------------------|------------------|------------------|
| <b>Leadership Team</b>  |              |                  |                  |                  |
| <b>Title</b>  | Current—FY19 | Anticipated—FY20 | Anticipated—FY21 | Anticipated—FY22 |
| Principal   | Raquel Lis   | Raquel Lis       | Raquel Lis       | Raquel Lis       |
| Vice Principal  | Marsha Jones | Marsha Jones     | Marsha Jones     | Marsha Jones     |

| <b>School Name: Lemn Academy of Excellence – Virtual Academy</b> |              |                  |                  |                  |
|--|--------------|------------------|------------------|------------------|
| <b>Leadership Team</b>   |              |                  |                  |                  |
| <b>Title</b>   | Current—FY19 | Anticipated—FY20 | Anticipated—FY21 | Anticipated—FY22 |
| Principal  | Eric Carey   | Eric Carey       | Eric Carey       | Eric Carey       |
| Vice Principal   | N/A          | N/A              | TBD              | TBD              |

| <b>School Name: Lemn Academy of Excellence – East Mesa</b> |              |                  |                  |                  |
|--|--------------|------------------|------------------|------------------|
| <b>Leadership Team</b>                                     |              |                  |                  |                  |
| <b>Title</b>   | Current—FY19 | Anticipated—FY20 | Anticipated—FY21 | Anticipated—FY22 |
| Principal  | Diane Meza   | Diane Meza       | Diane Meza       | Diane Meza       |
| Vice Principal   | N/A          | TBD              | TBD              | TBD              |

| <b>School Name: Lemn Academy of Excellence – East Tucson</b> |                   |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|
| <b>Leadership Team</b>                                       |                   |                   |                   |                   |
| <b>Title</b>   | Current—FY19      | Anticipated—FY20  | Anticipated—FY21  | Anticipated—FY22  |
| Principal  | Nathan Edwards    | Nathan Edwards    | Michelle Wohlford | Michelle Wohlford |
| Vice Principal   | Michelle Wohlford | Michelle Wohlford | TBD               | TBD               |
| Vice Principal   | N/A               | N/A               | TBD               | TBD               |

| <b>School Name: Lemn Academy of Excellence – Central Tucson</b> |  |  |  |  |
|---|--|--|--|--|
|---|--|--|--|--|

| Title          | Leadership Team |                  |                  |                  |
|----------------|-----------------|------------------|------------------|------------------|
|                | Current—FY19    | Anticipated—FY20 | Anticipated—FY21 | Anticipated—FY22 |
| Principal      | N/A             | N/A              | Nathan Edwards   | Nathan Edwards   |
| Vice Principal | N/A             | N/A              | TBD              | TBD              |

## *Leadership*

### **Joe Higgins - CEO**

Joe is a serial entrepreneur, CEO, COO and turnaround specialist. Joe has extensive management background within varied industries including healthcare, education, real estate, public policy, and media. Joe has broad management experience in business operations, sales, finance, organizational planning and business development. Joe has managed large multi-faceted organizations, with locations in multiple states. His experience in taking an idea through rapid growth to stabilization has been demonstrated again and again across multiple industries. Since 2005 he has developed commercial real estate projects in Arizona and Colorado totaling over \$48m. Joe functions in highly regulated industries and he draws upon political background which includes drafting and lobbying legislation, which he successfully passed a law to improve the health care business model in the state of Arizona. Joe ran for public office and had a successful 7 year run on one of Tucson’s to morning talk - drive time radio programs. Joe also wrote a regular column on business and policy topics.

In the non-profit arena, he’s served as board chair for Arizona’s largest trade association, Arizona Small Business Association. He was the founding chair of Catholic Community Services Foundation and one of three founders of a local service club that has grown to 85 members. Joe served in leadership roles at a number of local governmental committees and he was appointed by Governor Brewer to a panel that oversaw the \$1 billion merger of the University of Arizona Hospital to the Banner Hospital network. Joe is a sought after speaker, and he’s currently writing two books. Joe practices and models servant leadership in all his organizations and build and manage strong team members that are experts in their areas. Harnessing a team's potential, modeling servant leadership, setting a clear vision and executing day in and day out has made his ventures a success. Joe has a BA from the University of Arizona.

Joe has been married for twenty years and has two children. He enjoys reading, travel and his hobby ranch in Southern Arizona.

### **Dennis O’Reilly – Head of Schools**

LAE senior management is provided by a long time experienced leader in **Dennis O’Reilly**. Mr. O’Reilly started working with young people as a volunteer junior high

basketball coach back in 1990 and has been in education for over twenty years, starting as a middle school math teacher back in 1993. Mr. O'Reilly has been an administrator since 1999 serving as Curriculum Coordinator, Assistant to the Principal, Principal, and Head of Schools at three different private schools in Tucson, Arizona. As Head of Schools for Pusche Ridge Christian Academy, Mr. O'Reilly was responsible for over 850 students in a K-12 setting. The Pusche Ridge system had campuses throughout the Catalina Foothills and Oro Valley areas. He and earned his Master's Degree in Educational Leadership from Chapman University.

### **Mr. David Towne – Director of Professional Development**

After graduating from Point Loma College in San Diego with a BA in Business Administration and a Masters in Teaching degree from Seattle University, David began his adventure in education in 1991 as an 8th grade teacher at Flowing Wells Junior High teaching English and History. During his 10 years at Flowing Wells, he took on various leadership roles which included instructional coach, staff developer, department head, and head tennis coach for both the junior and high schools. David was selected Flowing Wells Teacher of the Year in 1998/1999 and went on to become Arizona's Ambassador For Excellence/Teacher of the Year in 1999.

In 2001, David accepted a position at Pusch Ridge Christian Academy as a lead teacher and staff developer. For the next 14 years, David taught 8th grade Core classes (English, history, literature, art and music history) along with coordinating all professional development in the rich classical model of instruction. For the past five years, he has served as principal of the middle school at Pusch Ridge.

David has been married to his best friend, Sophia, since 1984 and they have four children (Mya, Samantha, Davis, and Case) and two sons-in law! His hobbies include: tennis, racquetball, presidential history, writing and speaking, and listening to jazz, especially George Benson!

### **Katherine L Determan, CPA**

Katherine received her undergraduate degree in accounting from Florida Gulf Coast University in 2002, and her Masters of Accounting in Taxation from Florida Gulf Coast University in 2007. She received her CPA designation in 2007. Her background includes providing accounting consulting services for multiple charter schools throughout the State of Arizona and many years in corporate accounting working for large Fortune 500 companies. She is a member of the Arizona Society of Certified Public Accountants.

### **Brenda Moseley – Director of Special Education Scholars**

Brenda has been educating special education scholars since 1992. She started her teaching career as a Special Education Inclusion teacher in Glendale, Arizona working with fifth through eighth grade scholars. She relocated to Tucson in 1996 where she continued to work in Special Education as a teacher, 504 Coordinator, Department Head and Facilitator for scholars in kindergarten through eighth grade for 8 years before leaving the profession to start a family for a short time. When she returned in 2010, she

worked as a Special Education Research Assistant, teacher trainer, audit specialist, and District Program Coordinator for the Amphitheater School District for seven years.

Currently, Brenda oversees our Exceptional Scholar Services department who service our Exceptional Education scholars, 504 scholars, and English Language Learners. She is excited to be a part of Lemman Academy and partner with families, teachers, and students to help ensure their scholar's academic success while attending Lemman Academy. She has received a Bachelor's degree from Grand Canyon University in Elementary and Special Education, along with a Master's degree in Elementary Education from Arizona State University and a Master's degree from Northern Arizona University in Educational Leadership with Distinction. Brenda has been married for nineteen years to Steve, and they have two children, Maeona and Deuce. They enjoy spending time together traveling, enjoying church activities, and sporting events.

### **Tracey McCracken – Business Operations Director**

As a native Tucsonan and UofA Alumni, Tracey's first career was as a Chemist for a large copper mining company. While working at the mine site, she learned how to manage a variety of people, equipment, and create processes for quality assurance. She brought her practices of precision and detail from the labs to her career in education. Tracey brings a wide breadth of experience in high level administrative management through a variety of positions ranging from a Compliance Specialist, Academic Programs Coordinator, Curriculum Coordinator, Systems and Office Administrator, and Director of Operations. Tracey has worked for some of the most elite schools in the education industry since 2005 in both traditional public and charter public schools. In 2012, she and her husband Greg, Co-Founded an SEO Company. Although her company keeps her busy in the evenings and weekends, Tracey successfully manages her passion of working in education. She is honored to be part of Lemman Academy and proud to bring that passion and commitment to the philosophy and mission of Lemman Academy.

### **Nathan Edwards –Principal – East Tucson**

Nate was born and raised in Kansas. He attended Emporia State University and graduated with his Bachelors in Elementary Education in 2001.

Since moving to Tucson in 2004, Nate has taught a wide range of scholars at both the elementary and middle school levels. In 2012, he received his Masters in Educational Leadership from NAU. He has worked with scholars, their families and school faculty in an administrative capacity since that time.

Nate had been married to his wife, Tia, since 2003. They have three children- Jackson, Norah, and Elena. Nate enjoys mountain biking, running, cheering for his Kansas Jayhawks and discussing anything related to Star Wars. He and his family also love worshipping and serving alongside their church family at Second Mile.

### **Jason Edwards –Principal – Parker Colorado**

Jason Edwards is thrilled to be part of Lemman Academy of Excellence! He studied history and education at Asbury University (B.Ed), then moved to Sao Paulo Brazil where he taught history, coached soccer, and served as Athletic Director at an international American school for grades PreK-12. He later moved to the Denver metro area in Colorado where he first taught History, then served as an administrator at two different charter schools emphasizing character education and classical curriculum. In all, he has over a decade of teaching experience and has worked as a charter school administrator since 2012. He has additionally completed graduate degrees in Educational Leadership from both Trinity Western University in British Columbia (2012) and George Fox University in Oregon (2016).

Jason loves to spend time outdoors with his wife and 3 kids, read, mountain bike, cheer for Barcelona F.C., play guitar, and make friends through pick-up soccer. His favorite things about Lemman Academy are the content-rich classical curriculum, the robust and time-tested philosophy of Charlotte Mason and Dr. Lemman, the culture of joy, and the strength of community that naturally develops when like-minded families and educators unite around a shared vision for healthy growth

### **Raquel Lis – Principal Sierra Vista**

Raquel has been dedicated to promoting excellence in education for over 11 years. She has worked with children ranging in grades from pre-kindergarten to seniors in high school. In 2001, she enrolled in Western Michigan University. In 2006, she became the first college graduate in her family. She earned a Bachelor's of Arts degree in Secondary English Education with a minor in Communications and History. In that same year, she accepted a position in Douglas, Arizona as a High School Creative Writing teacher. In 2008, she graduated with a Master's degree in Curriculum and Instruction and was promoted to the district's Reading Specialist. Shortly after, she was promoted to Vice-Principal. She believes deeply in educating children by encouraging them to be their best, having high expectations for all, and supporting them on their journey through life with fair, just and compassionate discipline. In May of 2015, Raquel graduated from the National Institute of School Leadership. In May of 2017, Raquel received her second Master's degree from Arizona State University in Educational Leadership. She is very excited to continue to bring her experience to the Sierra Vista Community. She is even more enthused about learning from and working hand-in-hand with parents, students, faculty, and staff to build each child up to reach their maximum potential. She has a step son, Isaiah, who has taught her unconditional love, patience and resilience. Her youngest son, Zion Josiah, will embark on his first year of school as a Lemman Academy Scholar in the fall of 2017. She and her family have relocated to Sierra Vista so she may immerse herself into this community in-which she is honored to serve.

### **Bethany Papajohn – Principal Oro Valley**

For over twenty years, Mrs. Papajohn has been committed to the education and development of children. She has taught children in elementary and special education, believing that each child is a unique and valued learner. She has served the Lemana Marana community as Vice Principal and Principal. As the newly appointed principal of Lemana Academy of Excellence, Oro Valley, she looks forward to serving the community of scholars, staff and families; partnering with them to grow an exceptional learning environment that emphasizes exploration, rigor, joy, encouragement, creativity, and community. She has received her Master's in Educational Leadership from Northern Arizona University.

### **Eric Carey – Principal Lemana Virtual Academy**

Eric Carey is excited to be taking the reigns for Lemana Virtual Academy serving as its principal.

*Having been homeschooled myself, and homeschooling two of my own children, I look forward to working with the scholars who will be joining the Lemana family. I know that there are a variety of reasons for educating at home, and it is my hope to come alongside each family in this adventure, to provide the stability, accountability, and flexibility that each scholar needs to be successful. The education of our kids is the most important thing we can provide for them, and it's my aim to do this with excellence.*

Mr. Carey has joined the Lemana team with over 15 years of teaching and administration in one of the largest charter schools in Pennsylvania. Much of Mr. Carey's career has been in teaching High School English and serving as a Curriculum and Assessment Coordinator. In this latter role, his responsibilities included curriculum revision and development; assessment evaluation, creation, and item analysis; professional development; and teacher mentoring. Having earned his Master's Degree in Educational Leadership from Immaculata University (Malvern, PA), and his BSED in English at West Chester University (West Chester, PA), he holds PreK-12 Principal and for Teaching 6-12 English certifications in both Arizona and Pennsylvania. Mr. Carey, his wife, and their four children enjoy living in Eastern Tucson where they hike and mountain bike. He also enjoys woodworking, and keeping his '67 Chevy II running strong. One of Mr. Carey's favorite quotes is by the 18th Century Poet, Alexander Pope: "A little learning is a dangerous thing/Drink deep or taste not the Pierian Spring."

These and others on the leadership team have brought solid results together including the successful completion of two summer training programs. With the assistance of an HR services group, Oasis Outsourcing, LAE has successfully absorbed a large increase in staff this second year and has the capability to do it again.

## Curriculum Design and Mapping – Data Driven Instruction

Leman Academy has built out a fully integrated curriculum system that achieves a number of important benefits, including:

1. Classical Education is the interweaving of topics all based on a time point in history. Scholars studying the Renaissance will read novels from the time period in their ELA classes, study the scientific breakthroughs of the period in science and immerse themselves in the art and music and culture of the time period. Lining up these subjects in a month by month, grade by grade map is easily achieved in a small campus where teachers actively communicate, but without a detailed map, keeping all the campuses on pace is difficult to master in a school network.
2. Standards Alignment – each unit of instruction in each subject has a detailed syllabus from which the teacher builds their lesson from. To date, over 2000 syllabi have been built for Math, English, History, Science, Art, Music, Logic, Latin and Geography. Each syllabus connects back to the time frame the scholars are studying and includes: State Standards, a featured writing prompt, the grammar studied during the time frame, the featured artist/composer and links to dozens of powerpoints and sample lesson plans for the teacher to use in creating their unique lesson of instruction.
3. Data Driven Instruction - Using internal assessment data from Galileo, the Leman team can quickly isolate low scores and determine if the issue is curriculum based or isolated to a particular instructor. With curriculum that is paced correctly and which calls out the various standards to be focused on during the particular unit we can assure that we have a common foundation from school to school. Our data driven instruction becomes an identification tool to help with our differentiated instruction inside the classroom or as an intervention tool. With aligned curriculum, we can essentially focus data anomalies on teacher or student issues and not the tools of instruction.

Leman Academy is moving to NWEA - MAP assessments beginning in the 2017-2018 school year. NWEA uses anonymous assessment data from over 10.2 million students to create national norms. Educators compare their students' performance against norms to improve instruction. The norming against multiple state standards is a critical component of the MAP program. MAP testing data will provide valuable feedback to ensure that our proprietary curriculum is aligned for quality instruction. With aligned curriculum and predictive testing data the Leman Professional Development team and site based administrators can quickly and accurately guide teacher training.

Here are the top five ways Leman Academy will put [MAP Growth data to work in their schools](#) (Tammy Belgrad) and classrooms:

1. **To differentiate instruction.** MAP Growth data makes it easy to identify students' different learning levels, so teachers can engage in differentiated instruction and ability grouping that leads to positive results for every student.
2. **To evaluate curriculum programs.** MAP Growth data have become a key component in assessing the impact of specific curriculum programs. MAP Growth scores contribute to understanding what works, so when special programs are instituted, educators can see precisely how much growth has occurred with participating students.
3. **To use as a universal screener/RTI placement tool.** Universal screening tools can be used to identify students at risk of academic failure and to inform a learning plan. Grade-independent MAP Growth assessments received the highest possible rating for classification accuracy and high ratings in all other categories from the Center on Response to Intervention (<http://www.rti4success.org/>).
4. **To predict college readiness.** Educators build a foundation for higher learning success. For students in fifth grade and above, there are high predictive relationships between MAP Growth scores and the college readiness benchmarks of ACT achievement tests.
5. **To project proficiency on state tests.** MAP Growth items enable NWEA Research to analyze students' performance on MAP Growth as compared to other assessments. From there, NWEA researchers create state-specific linking studies that predict proficiency on state accountability assessments, as well as college readiness linking studies that predict college readiness for grade 5+ students as measured by ACT benchmarks.

MAP testing is recommended to start in 3rd grade, the year that scholars first take the AZ Merit assessment.

Our school system has elected to begin testing in the 2nd grade to gain valuable data on scholars reading proficiency and fluency.

4. A Road Map For New Teachers – With new schools coming online each year, Lemman Academy has a number of new teachers joining the network. Whether the teacher is new to teaching or seasoned we have found that providing them instructional staff with approved resources and a detailed map allows them to learn our system and grow. A first year Lemman teacher stays close to our provided curriculum and then makes the lessons their own over time. With a strong curriculum and abundant resources, we hope to avoid our teachers 'recreating the wheel' year after year.

5. A Resource for Home Instruction – Part of the mission of Lemman Academy is to partner with the home. With the curriculum resources organized and arranged by subject, our teachers have the ability to send home a detailed lesson for work at home. All the

curriculum and resources are available in Google Cloud and shared via each scholar's unique Lemman Academy email. The online resources may include instructor videos which have been captured, edited and arranged from prior lectures. Saxon math, in particular, has over 1000 videos delivered by instructors that line up with the particular subject being taught in the classroom.

Rolled out in the 2017-2018 school year, the Lemman Virtual Curriculum Drive is a resource rich tool that lays out a teacher's full year of instruction. Each lesson has a syllabus that has been created to provide a wide variety of options for a teacher to choose from for their instruction. All the resources and the individual syllabi spell out goals and objectives of the units and specific Standards to focus on for those lessons.

The Lemman Virtual Curriculum Drive has been designed as a resource for teacher and as a tool to share with a scholar and their parents. Each family will have the ability to directly follow along with their scholars work in the classroom. These resources are all shared free of charge and specific to the scholar, topic of instruction and grade level.





## Concrete Resources – Edit/Addition

**Assessment** – The following testing and assessment programs will be on ongoing part of the Lemna Academy school system.

Following are the assessment programs and training each teach receives at an intensive beginning of the year in service and throughout the year.

- NWEA – MAP Testing System
  - Accessing MAP reports
  - Interpreting and implementing MAP results in the classroom
- DIBLES – Dynamic Indicators of Basic Early Literacy Skills
  - Used to assess reading fluency in our elementary grades
  - Compliant with Arizona’s, Move On When Reading program
- Assessments & Instruction
  - Scholar assessment data
  - Types of assessments
  - Data collection, review and analysis
  - Instructional decision-making based on data
  - Differentiated instruction
  - Instructional material/resources for differentiated instruction
  - Setting goals in relation to scholar learning and the standards
  - Establishing objectives related to standards

- Developing and implementing action plans

Leman Academy moved to NWEA - MAP assessments beginning in the 2017-2018 school year. NWEA uses anonymous assessment data from over 10.2 million students to create national norms. Educators compare their students' performance against norms to improve instruction. The norming against multiple state standards is a critical component of the MAP program. MAP testing data will provide valuable feedback to ensure that our proprietary curriculum is aligned for quality instruction. With aligned curriculum and predictive testing data the Leman Professional Development team and site-based administrators can quickly and accurately guide teacher training.

MAP testing is recommended to start in 3rd grade, the year that scholars first take the AZ Merit assessment.

Our school system has elected to begin testing in the 2nd grade to gain valuable data on scholars reading proficiency and fluency.

**All the costs associated with the NWEA – MAP Testing and DIBLES has been negotiated by the Leman Academy district office on a per pupil basis. These fees are paid out of the campuses ongoing operational budget. There are no additional start up resources required for assessment resources at this site.**

### **Viable and adequate plan for managing all initial expenses, to include:**

#### **Financing of Facilities and Start Up**

The design and build team that has constructed the prior two Leman Academy campuses will complete the central Tucson campus to the specification of the Leman Academy brand.

**To perform on recruiting**, we have dedicated \$3500 is our advertising budget to advertise and recruit staff. A portion of the digital marketing (\$500), a portion of our direct mail marketing (\$2500) and a budget (\$500) has been set aside to purchase online job postings. These budgets are to be spent on an as needed basis depending on the quantity and quality of the applicants that apply. From our experience we have found that online job postings and job fairs marketed via digital media to be the most effective tool for requiring quality applicants. The site Principal has been identified as Nathan Edwards and he will take the lead on the recruitment process. The district office HR department will work closely with campus administration to ensure the hiring and recruitment process is progressing.

**Hiring** will be done by a team of existing Lemman Academy leaders. The protocol during the hiring phase is no single hiring team member can review an initial application/resume or make a decision on a candidate. We manage a team-based hiring approach. All candidates complete a personality assessment from 16Personalities.com and the interview process involves a series of interviews, written essays and a possible mock lesson in front of our panel members.

### **Training and Start Up Staffing**

In the Tucson start up funds, \$9500 has been dedicated for training stipends. These stipends are calculated at 23 staff members in an in-service in July 2020. See section, ONGOING TEACHER TRAINING and EVALUATION for a detailed analysis of the Lemman Academy new teacher training process.

In addition to the training stipend, Lemman Academy has budgeted \$49,833.33 to cover the initial 3 months of costs for the Principal, office manager and administrative assistant. These funds are included in the building finance.

### **A.2 End Notes:**

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<sup>i</sup> Why It Works: Shurley English. Retrieved from [https://www.shurley.com/pdf/Why\\_It\\_WorksLRes.pdf](https://www.shurley.com/pdf/Why_It_WorksLRes.pdf)

<sup>ii</sup> The Latin Advantage. (2014). Retrieved from <http://www.arteslatinae.com/al/latadv.htm>

<sup>iii</sup> Research – Houghton Mifflin Harcourt. Retrieved from <http://www.hmhco.com/shop/education.../math/saxon-math/...saxon-math/research>

<sup>iv</sup> Saxon Math Report Card 2010 HR - Scribd. Retrieved from <https://www.scribd.com/doc/37810952/Saxon-Math-Report-Card-2010-HR>

<sup>v</sup> Henderson, A. and Mapp, K. "A New Wave of Evidence: The Impact of School, Family and Community Connections on Student Achievement," National Center for Family and Community Connections with Schools. 2002: Austin.

| <b>School Name: Leman Academy of Excellence Central Tucson</b> |                                |                                 |                                 |                                 |
|--|--------------------------------|---------------------------------|---------------------------------|---------------------------------|
|  | <b>Number of Staff Members</b> |                                 |                                 |                                 |
| <b>Position</b>  | <b>Current—FY<br/>18-19</b>    | <b>Anticipated—FY<br/>19-20</b> | <b>Anticipated—FY<br/>20-21</b> | <b>Anticipated—FY<br/>21-22</b> |
| Administration   | 0                              | 0                               | 2                               | 2                               |
| Teachers/Instructional Staff                                   |                                |                                 |                                 |                                 |
| Kindergarten   | 0                              | 0                               | 5                               | 5                               |
| 1 <sup>st</sup>  | 0                              | 0                               | 3                               | 5                               |
| 2 <sup>nd</sup>  | 0                              | 0                               | 3                               | 4                               |
| 3 <sup>rd</sup>  | 0                              | 0                               | 3                               | 4                               |
| 4 <sup>th</sup>  | 0                              | 0                               | 3                               | 4                               |
| 5 <sup>th</sup>  | 0                              | 0                               | 3                               | 3                               |
| 6 <sup>th</sup>  | 0                              | 0                               | 2                               | 3                               |
| 7 <sup>th</sup>  | 0                              | 0                               | 0                               | 2                               |
| 8 <sup>th</sup>  | 0                              | 0                               | 0                               | 0                               |
| 9 <sup>th</sup>  | 0                              | 0                               | 0                               | 0                               |
| 10 <sup>th</sup>   | 0                              | 0                               | 0                               | 0                               |
| 11 <sup>th</sup>   | 0                              | 0                               | 0                               | 0                               |
| 12 <sup>th</sup>   | 0                              | 0                               | 0                               | 0                               |
| Specialty Staff<br>(Music, Art, PE, etc.)                      | 0                              | 0                               | 5                               | 5                               |
| Special Education  | 0                              | 0                               | 1                               | 1                               |
| Paraprofessional   | 0                              | 0                               | 5                               | 7                               |
| Additional Staff   |                                |                                 |                                 |                                 |
| List title:<br>Lunch Program                                   | 0                              | 0                               | 2                               | 2                               |
| List title:<br>Afterschool Program                             | 0                              | 0                               | 3                               | 6                               |
| List title:<br>Health Office                                   | 0                              | 0                               | 1                               | 1                               |
| List title:<br>Facilities                                      | 0                              | 0                               | 1                               | 1                               |
| List title:<br>Admin Support                                   | 0                              | 0                               | 2                               | 2                               |
| <b>Total Number of<br/>Staff Members</b>                       | 0                              | 0                               | 44                              | 57                              |

| <b>School Name: Leman Academy of Excellence East Tucson</b> |                                |                              |                              |                              |
|---|--------------------------------|------------------------------|------------------------------|------------------------------|
|   | <b>Number of Staff Members</b> |                              |                              |                              |
| <b>Position</b>   | <b>Current—<br/>FY19</b>       | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Administration  | 2                              | 2                            | 3                            | 3                            |
| <b>Teachers/Instructional Staff</b>                         |                                |                              |                              |                              |
| Kindergarten  | 4                              | 5                            | 5                            | 5                            |
| 1 <sup>st</sup>   | 4                              | 4                            | 5                            | 5                            |
| 2 <sup>nd</sup>   | 3                              | 5                            | 5                            | 5                            |
| 3 <sup>rd</sup>   | 3                              | 3                            | 5                            | 5                            |
| 4 <sup>th</sup>   | 4                              | 3                            | 4                            | 5                            |
| 5 <sup>th</sup>   | 3                              | 4                            | 4                            | 5                            |
| 6 <sup>th</sup>   | 2                              | 3                            | 5                            | 5                            |
| 7 <sup>th</sup>   | 0                              | 2                            | 3                            | 5                            |
| 8 <sup>th</sup>   | 0                              | 0                            | 2                            | 5                            |
| 9 <sup>th</sup>   | 0                              | 0                            | 0                            | 0                            |
| 10 <sup>th</sup>  | 0                              | 0                            | 0                            | 0                            |
| 11 <sup>th</sup>  | 0                              | 0                            | 0                            | 0                            |
| 12 <sup>th</sup>  | 0                              | 0                            | 0                            | 0                            |
| Specialty Staff<br>(Music, Art, PE, etc.)                   | 4                              | 5                            | 8                            | 8                            |
| Special Education   | 2                              | 2                            | 3                            | 3                            |
| Paraprofessional  | 8                              | 8                            | 8                            | 8                            |
| <b>Additional Staff</b>                                     |                                |                              |                              |                              |
| List title:<br>Lunch Program                                | 1                              | 1                            | 2                            | 2                            |
| List title:<br>Afterschool Program                          | 4                              | 5                            | 6                            | 7                            |
| List title:<br>Health Office                                | 1                              | 1                            | 2                            | 2                            |
| List title:<br>Facilities                                   | 1                              | 1                            | 2                            | 2                            |
| List title:<br>Admin Support                                | 2                              | 2                            | 3                            | 4                            |
| <b>Total Number of Staff Members</b>                        | <b>48</b>                      | <b>56</b>                    | <b>75</b>                    | <b>84</b>                    |

| <b>School Name: Leman Academy of Excellence Sierra Vista</b> |                                |                              |                              |                              |
|--|--------------------------------|------------------------------|------------------------------|------------------------------|
|  | <b>Number of Staff Members</b> |                              |                              |                              |
| <b>Position</b>  | <b>Current—<br/>FY19</b>       | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Administration   | 2                              | 2                            | 2                            | 2                            |
| <b>Teachers/Instructional Staff</b>                          |                                |                              |                              |                              |
| Kindergarten   | 3                              | 3                            | 3                            | 3                            |
| 1 <sup>st</sup>  | 3                              | 3                            | 3                            | 3                            |
| 2 <sup>nd</sup>  | 3                              | 3                            | 3                            | 3                            |
| 3 <sup>rd</sup>  | 3                              | 3                            | 3                            | 3                            |
| 4 <sup>th</sup>  | 3                              | 3                            | 3                            | 3                            |
| 5 <sup>th</sup>  | 3                              | 3                            | 3                            | 3                            |
| 6 <sup>th</sup>  | 3                              | 3                            | 3                            | 3                            |
| 7 <sup>th</sup>  | 2                              | 3                            | 3                            | 3                            |
| 8 <sup>th</sup>  | 1                              | 2                            | 3                            | 3                            |
| 9 <sup>th</sup>  | 0                              | 0                            | 0                            | 0                            |
| 10 <sup>th</sup>   | 0                              | 0                            | 0                            | 0                            |
| 11 <sup>th</sup>   | 0                              | 0                            | 0                            | 0                            |
| 12 <sup>th</sup>   | 0                              | 0                            | 0                            | 0                            |
| Specialty Staff (Music, Art, PE, etc.)                       | 5                              | 5                            | 5                            | 5                            |
| Special Education  | 2                              | 2                            | 2                            | 2                            |
| Paraprofessional   | 8                              | 8                            | 8                            | 8                            |
| <b>Additional Staff</b>                                      |                                |                              |                              |                              |
| List title:<br>Lunch Program                                 | 2                              | 2                            | 2                            | 2                            |
| List title:<br>Afterschool Program                           | 0                              | 0                            | 0                            | 0                            |
| List title:<br>Health Office                                 | 1                              | 1                            | 1                            | 1                            |
| List title:<br>Facilities                                    | 1                              | 1                            | 1                            | 1                            |
| List title:<br>Admin Support                                 | 3                              | 3                            | 3                            | 3                            |
| <b>Total Number of Staff Members</b>                         | 48                             | 50                           | 51                           | 51                           |

| <b>School Name: Leman Academy of Excellence Virtual Academy</b> |                                |                              |                              |                              |
|---|--------------------------------|------------------------------|------------------------------|------------------------------|
|   | <b>Number of Staff Members</b> |                              |                              |                              |
| <b>Position</b>   | <b>Current—<br/>FY19</b>       | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Administration  | 1                              | 1                            | 1                            | 1                            |
| <b>Teachers/Instructional Staff</b>                             |                                |                              |                              |                              |
| Kindergarten  | 0.5                            | 0.5                          | 1                            | 1                            |
| 1 <sup>st</sup>   | 0.5                            | 0.5                          | 1                            | 1                            |
| 2 <sup>nd</sup>   | 0.5                            | 0.5                          | 1                            | 1                            |
| 3 <sup>rd</sup>   | 0.5                            | 0.5                          | 1                            | 1                            |
| 4 <sup>th</sup>   | 0.5                            | 0.5                          | 1                            | 1                            |
| 5 <sup>th</sup>   | 0.5                            | 0.5                          | 1                            | 1                            |
| 6 <sup>th</sup>   | 0.66                           | 0.66                         | 1                            | 1                            |
| 7 <sup>th</sup>   | 0.66                           | 0.66                         | 1                            | 1                            |
| 8 <sup>th</sup>   | 0.68                           | 0.68                         | 1                            | 1                            |
| 9 <sup>th</sup>   | 0                              | 0                            | 0                            | 0                            |
| 10 <sup>th</sup>  | 0                              | 0                            | 0                            | 0                            |
| 11 <sup>th</sup>  | 0                              | 0                            | 0                            | 0                            |
| 12 <sup>th</sup>  | 0                              | 0                            | 0                            | 0                            |
| Specialty Staff (Music, Art, PE, etc.)                          | 0                              | 1                            | 1                            | 1                            |
| Special Education   | 0.5                            | 1                            | 2                            | 2                            |
| Paraprofessional  | 0                              | 0                            | 0                            | 0                            |
| <b>Additional Staff</b>   |                                |                              |                              |                              |
| List title:<br>Lunch Program                                    | 0                              | 0                            | 0                            | 0                            |
| List title:<br>Afterschool Program                              | 0                              | 0                            | 0                            | 0                            |
| List title:<br>Health Office                                    | 0                              | 0                            | 0                            | 0                            |
| List title:<br>Facilities                                       | 0                              | 0                            | 0                            | 0                            |
| List title:<br>Admin Support                                    | 0                              | 0                            | 0                            | 0                            |
| <b>Total Number of Staff Members</b>                            | 6.5                            | 8                            | 13                           | 13                           |

| <b>School Name: Leman Academy of Excellence Marana</b> |                                |                              |                              |                              |
|--|--------------------------------|------------------------------|------------------------------|------------------------------|
|  | <b>Number of Staff Members</b> |                              |                              |                              |
| <b>Position</b>  | <b>Current—<br/>FY19</b>       | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Administration   | 3                              | 3                            | 3                            | 3                            |
| <b>Teachers/Instructional Staff</b>                    |                                |                              |                              |                              |
| Kindergarten   | 5                              | 5                            | 5                            | 5                            |
| 1 <sup>st</sup>  | 5                              | 5                            | 5                            | 5                            |
| 2 <sup>nd</sup>  | 5                              | 5                            | 5                            | 5                            |
| 3 <sup>rd</sup>  | 5                              | 5                            | 5                            | 5                            |
| 4 <sup>th</sup>  | 5                              | 5                            | 5                            | 5                            |
| 5 <sup>th</sup>  | 5                              | 5                            | 5                            | 5                            |
| 6 <sup>th</sup>  | 5                              | 5                            | 5                            | 5                            |
| 7 <sup>th</sup>  | 4                              | 5                            | 5                            | 5                            |
| 8 <sup>th</sup>  | 4                              | 4                            | 5                            | 5                            |
| 9 <sup>th</sup>  | 0                              | 0                            | 0                            | 0                            |
| 10 <sup>th</sup>                                       | 0                              | 0                            | 0                            | 0                            |
| 11 <sup>th</sup>                                       | 0                              | 0                            | 0                            | 0                            |
| 12 <sup>th</sup>                                       | 0                              | 0                            | 0                            | 0                            |
| Specialty Staff (Music, Art, PE, etc.)                 | 8                              | 8                            | 8                            | 8                            |
| Special Education                                      | 2                              | 2                            | 2                            | 2                            |
| Paraprofessional                                       | 8                              | 8                            | 8                            | 8                            |
| <b>Additional Staff</b>                                |                                |                              |                              |                              |
| List title:<br>Lunch Program                           | 2                              | 2                            | 2                            | 2                            |
| List title:<br>Afterschool Program                     | 7                              | 7                            | 7                            | 7                            |
| List title:<br>Health Office                           | 2                              | 2                            | 2                            | 2                            |
| List title:<br>Facilities                              | 2                              | 2                            | 2                            | 2                            |
| List title:<br>Admin Support                           | 3                              | 3                            | 3                            | 3                            |
| <b>Total Number of Staff Members</b>                   | <b>80</b>                      | <b>81</b>                    | <b>82</b>                    | <b>82</b>                    |

| <b>School Name: Leman Academy of Excellence Oro Valley</b> |                                |                              |                              |                              |
|--|--------------------------------|------------------------------|------------------------------|------------------------------|
|  | <b>Number of Staff Members</b> |                              |                              |                              |
| <b>Position</b>  | <b>Current—<br/>FY19</b>       | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Administration   | 3                              | 3                            | 3                            | 3                            |
| <b>Teachers/Instructional Staff</b>                        |                                |                              |                              |                              |
| Kindergarten   | 5                              | 3                            | 5                            | 5                            |
| 1 <sup>st</sup>  | 5                              | 4                            | 3                            | 5                            |
| 2 <sup>nd</sup>  | 3                              | 5                            | 5                            | 5                            |
| 3 <sup>rd</sup>  | 3                              | 3                            | 5                            | 5                            |
| 4 <sup>th</sup>  | 4                              | 3                            | 5                            | 5                            |
| 5 <sup>th</sup>  | 3                              | 3                            | 5                            | 5                            |
| 6 <sup>th</sup>  | 3                              | 3                            | 5                            | 5                            |
| 7 <sup>th</sup>  | 3                              | 3                            | 5                            | 5                            |
| 8 <sup>th</sup>  | 0                              | 3                            | 3                            | 5                            |
| 9 <sup>th</sup>  | 0                              | 0                            | 0                            | 0                            |
| 10 <sup>th</sup>   | 0                              | 0                            | 0                            | 0                            |
| 11 <sup>th</sup>   | 0                              | 0                            | 0                            | 0                            |
| 12 <sup>th</sup>   | 0                              | 0                            | 0                            | 0                            |
| Specialty Staff (Music, Art, PE, etc.)                     | 5                              | 5                            | 8                            | 8                            |
| Special Education  | 1                              | 1                            | 2                            | 2                            |
| Paraprofessional   | 14                             | 12                           | 12                           | 12                           |
| <b>Additional Staff</b>                                    |                                |                              |                              |                              |
| List title:<br>Lunch Program                               | 2                              | 2                            | 2                            | 2                            |
| List title:<br>Afterschool Program                         | 4                              | 5                            | 7                            | 7                            |
| List title:<br>Health Office                               | 1                              | 1                            | 2                            | 2                            |
| List title:<br>Facilities                                  | 1                              | 2                            | 2                            | 2                            |
| List title:<br>Admin Support                               | 3                              | 3                            | 3                            | 3                            |
| <b>Total Number of Staff Members</b>                       | <b>63</b>                      | <b>64</b>                    | <b>82</b>                    | <b>86</b>                    |

| <b>School Name: Leman Academy of Excellence Mesa</b> |                                |                              |                              |                              |
|--|--------------------------------|------------------------------|------------------------------|------------------------------|
|  | <b>Number of Staff Members</b> |                              |                              |                              |
| <b>Position</b>                                      | <b>Current—<br/>FY19</b>       | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Administration                                       | 1                              | 1                            | 2                            | 2                            |
| <b>Teachers/Instructional<br/>Staff</b>              |                                |                              |                              |                              |
| Kindergarten   | 1                              | 2                            | 3                            | 3                            |
| 1 <sup>st</sup>                                      | 1                              | 1                            | 2                            | 3                            |
| 2 <sup>nd</sup>                                      | 1                              | 1                            | 2                            | 3                            |
| 3 <sup>rd</sup>                                      | 1                              | 1                            | 2                            | 3                            |
| 4 <sup>th</sup>                                      | 1                              | 1                            | 2                            | 3                            |
| 5 <sup>th</sup>                                      | 1                              | 1                            | 2                            | 3                            |
| 6 <sup>th</sup>                                      | 1                              | 1                            | 2                            | 3                            |
| 7 <sup>th</sup>                                      | 0                              | 1                            | 2                            | 3                            |
| 8 <sup>th</sup>                                      | 0                              | 0                            | 1                            | 3                            |
| 9 <sup>th</sup>                                      | 0                              | 0                            | 0                            | 0                            |
| 10 <sup>th</sup>                                     | 0                              | 0                            | 0                            | 0                            |
| 11 <sup>th</sup>                                     | 0                              | 0                            | 0                            | 0                            |
| 12 <sup>th</sup>                                     | 0                              | 0                            | 0                            | 0                            |
| Specialty Staff (Music,<br>Art, PE, etc.)            | 1                              | 2                            | 5                            | 5                            |
| Special Education                                    | 0                              | 1                            | 1                            | 2                            |
| Paraprofessional                                     | 1                              | 2                            | 4                            | 7                            |
| <b>Additional Staff</b>                              |                                |                              |                              |                              |
| List title:<br>Lunch Program                         | 1                              | 1                            | 1                            | 2                            |
| List title:<br>Afterschool Program                   | 0                              | 0                            | 0                            | 0                            |
| List title:<br>Health Office                         | 0                              | 1                            | 1                            | 1                            |
| List title:<br>Facilities                            | 1                              | 1                            | 1                            | 1                            |
| List title:<br>Admin Support                         | 1                              | 1                            | 2                            | 3                            |
| <b>Total Number of Staff<br/>Members</b>             | <b>13</b>                      | <b>19</b>                    | <b>35</b>                    | <b>50</b>                    |

| <b>School Name: Leman Academy of Excellence, Inc. -Faustus Management Company</b> |                     |                         |                         |                         |
|---|---------------------|-------------------------|-------------------------|-------------------------|
| <b>Leadership Team</b>  |                     |                         |                         |                         |
| <b>Title</b>  | <b>Current—FY19</b> | <b>Anticipated—FY20</b> | <b>Anticipated—FY21</b> | <b>Anticipated—FY22</b> |
| CEO   | Joe Higgins         | Joe Higgins             | Joe Higgins             | Joe Higgins             |
| CFO   | Katie Determan      | Katie Determan          | Katie Determan          | Katie Determan          |
| Head of Schools   | Dennis O'Reilly     | Dennis O'Reilly         | Dennis O'Reilly         | Dennis O'Reilly         |
| Director of Professional Dev  | David Towne         | David Towne             | David Towne             | David Towne             |
| Instructional Coach   | Krissy O'Reilly     | Krissy O'Reilly         | Krissy O'Reilly         | Krissy O'Reilly         |
| Special Education Director  | Brenda Moseley      | Brenda Moseley          | Brenda Moseley          | Brenda Moseley          |
| Human Resources Coordinator   | Edlin Nunez         | Edlin Nunez             | Edlin Nunez             | Edlin Nunez             |
| Accounting Coordinator  | Christina Schuler   | Christina Schuler       | Christina Schuler       | Christina Schuler       |
|   |                     |                         |                         |                         |
|   |                     |                         |                         |                         |
|   |                     |                         |                         |                         |
|   |                     |                         |                         |                         |
|   |                     |                         |                         |                         |

**Staffing Leadership By Campus**

| <b>School Name: Leman Academy of Excellence - Marana</b> |                     |                         |                         |                         |
|--|---------------------|-------------------------|-------------------------|-------------------------|
| <b>Leadership Team</b>                                   |                     |                         |                         |                         |
| <b>Title</b>   | <b>Current—FY19</b> | <b>Anticipated—FY20</b> | <b>Anticipated—FY21</b> | <b>Anticipated—FY22</b> |
| Principal/Head of Schools                                | Dennis O'Reilly     | Dennis O'Reilly         | Dennis O'Reilly         | Dennis O'Reilly         |
| Vice Principal   | Cindy Senn          | Cindy Senn              | Cindy Senn              | Cindy Senn              |
| Vice Principal   | Luke Kolasch        | Luke Kolasch            | Luke Kolasch            | Luke Kolasch            |

| <b>School Name: Leman Academy of Excellence – Oro Valley</b> |  |  |  |  |
|--|--|--|--|--|
| <b>Leadership Team</b>                                       |  |  |  |  |

| <b>Title</b>   | <b>Current—FY19</b> | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
|----------------|---------------------|------------------------------|------------------------------|------------------------------|
| Principal      | Bethany Papajohn    | Bethany Papajohn             | Bethany Papajohn             | Bethany Papajohn             |
| Vice Principal | Gayle Macklin       | Gayle Macklin                | Gayle Macklin                | Gayle Macklin                |

| <b>School Name: Lemman Academy of Excellence – Sierra Vista</b> |                     |                              |                              |                              |
|---|---------------------|------------------------------|------------------------------|------------------------------|
| <b>Leadership Team</b>  |                     |                              |                              |                              |
| <b>Title</b>  | <b>Current—FY19</b> | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Principal   | Raquel Lis          | Raquel Lis                   | Raquel Lis                   | Raquel Lis                   |
| Vice Principal  | Marsha Jones        | Marsha Jones                 | Marsha Jones                 | Marsha Jones                 |

| <b>School Name: Lemman Academy of Excellence – Virtual Academy</b> |                     |                              |                              |                              |
|--|---------------------|------------------------------|------------------------------|------------------------------|
| <b>Leadership Team</b>   |                     |                              |                              |                              |
| <b>Title</b>   | <b>Current—FY19</b> | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Principal  | Eric Carey          | Eric Carey                   | Eric Carey                   | Eric Carey                   |
| Vice Principal   | N/A                 | N/A                          | TBD                          | TBD                          |

| <b>School Name: Lemman Academy of Excellence – East Mesa</b> |                     |                              |                              |                              |
|--|---------------------|------------------------------|------------------------------|------------------------------|
| <b>Leadership Team</b>                                       |                     |                              |                              |                              |
| <b>Title</b>   | <b>Current—FY19</b> | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Principal  | Diane Meza          | Diane Meza                   | Diane Meza                   | Diane Meza                   |
| Vice Principal   | N/A                 | TBD                          | TBD                          | TBD                          |

| <b>School Name: Lemman Academy of Excellence – East Tucson</b> |                     |                              |                              |                              |
|--|---------------------|------------------------------|------------------------------|------------------------------|
| <b>Leadership Team</b>   |                     |                              |                              |                              |
| <b>Title</b>   | <b>Current—FY19</b> | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Principal  | Nathan Edwards      | Nathan Edwards               | Michelle Wohlford            | Michelle Wohlford            |
| Vice Principal   | Michelle Wohlford   | Michelle Wohlford            | TBD                          | TBD                          |
| Vice Principal   | N/A                 | N/A                          | TBD                          | TBD                          |

| <b>School Name: Leman Academy of Excellence – Central Tucson</b> |                     |                              |                              |                              |
|--|---------------------|------------------------------|------------------------------|------------------------------|
| <b>Leadership Team</b>   |                     |                              |                              |                              |
| <b>Title</b>   | <b>Current—FY19</b> | <b>Anticipated—<br/>FY20</b> | <b>Anticipated—<br/>FY21</b> | <b>Anticipated—<br/>FY22</b> |
| Principal  | N/A                 | N/A                          | Nathan<br>Edwards            | Nathan<br>Edwards            |
| Vice Principal   | N/A                 | N/A                          | TBD                          | TBD                          |



## 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:                       |                 |                |                |                |
|------------------------------------|-----------------|----------------|----------------|----------------|
| Leman Academy of Excellence Marana |                 |                |                |                |
| Number of Students                 |                 |                |                |                |
| Grade Level                        | Current - FY 19 | Target - FY 20 | Target - FY 21 | Target - FY 22 |
| Kindergarten                       | 131             | 130            | 130            | 130            |
| 1 <sup>st</sup> Grade              | 134             | 135            | 135            | 135            |
| 2 <sup>nd</sup> Grade              | 129             | 140            | 140            | 140            |
| 3 <sup>rd</sup> Grade              | 127             | 140            | 140            | 140            |
| 4 <sup>th</sup> Grade              | 123             | 140            | 140            | 140            |
| 5 <sup>th</sup> Grade              | 123             | 140            | 140            | 140            |
| 6 <sup>th</sup> Grade              | 125             | 140            | 140            | 140            |
| 7 <sup>th</sup> Grade              | 110             | 140            | 140            | 140            |
| 8 <sup>th</sup> Grade              | 83              | 112            | 140            | 140            |
| 9 <sup>th</sup> Grade              |                 |                |                |                |
| 10 <sup>th</sup> Grade             |                 |                |                |                |
| 11 <sup>th</sup> Grade             |                 |                |                |                |
| 12 <sup>th</sup> Grade             |                 |                |                |                |
| <b>Total Enrollment</b>            | <b>1085</b>     | <b>1217</b>    | <b>1245</b>    | <b>1245</b>    |

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



# 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:                             |                 |                |                |                |
|--|-----------------|----------------|----------------|----------------|
| Leman Academy of Excellence Sierra Vista |                 |                |                |                |
| Number of Students                       |                 |                |                |                |
| Grade Level                              | Current - FY 19 | Target - FY 20 | Target - FY 21 | Target - FY 22 |
| Kindergarten                             | 77              | 84             | 84             | 84             |
| 1 <sup>st</sup> Grade                    | 80              | 84             | 84             | 84             |
| 2 <sup>nd</sup> Grade                    | 80              | 84             | 84             | 84             |
| 3 <sup>rd</sup> Grade                    | 81              | 84             | 84             | 84             |
| 4 <sup>th</sup> Grade                    | 80              | 84             | 84             | 84             |
| 5 <sup>th</sup> Grade                    | 79              | 84             | 84             | 84             |
| 6 <sup>th</sup> Grade                    | 79              | 84             | 84             | 84             |
| 7 <sup>th</sup> Grade                    | 48              | 84             | 84             | 84             |
| 8 <sup>th</sup> Grade                    | 26              | 50             | 84             | 84             |
| 9 <sup>th</sup> Grade                    |                 |                |                |                |
| 10 <sup>th</sup> Grade                   |                 |                |                |                |
| 11 <sup>th</sup> Grade                   |                 |                |                |                |
| 12 <sup>th</sup> Grade                   |                 |                |                |                |
| <b>Total Enrollment</b>                  | <b>630</b>      | <b>722</b>     | <b>756</b>     | <b>756</b>     |

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



# 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:                           |                 |                |                |                |
|--|-----------------|----------------|----------------|----------------|
| Leman Academy of Excellence Oro Valley |                 |                |                |                |
| Number of Students                     |                 |                |                |                |
| Grade Level                            | Current - FY 19 | Target - FY 20 | Target - FY 21 | Target - FY 22 |
| Kindergarten                           | 118             | 81             | 125            | 125            |
| 1 <sup>st</sup> Grade                  | 126             | 112            | 84             | 140            |
| 2 <sup>nd</sup> Grade                  | 78              | 140            | 130            | 140            |
| 3 <sup>rd</sup> Grade                  | 77              | 84             | 140            | 140            |
| 4 <sup>th</sup> Grade                  | 86              | 84             | 140            | 140            |
| 5 <sup>th</sup> Grade                  | 81              | 84             | 140            | 140            |
| 6 <sup>th</sup> Grade                  | 74              | 84             | 140            | 140            |
| 7 <sup>th</sup> Grade                  | 77              | 84             | 140            | 140            |
| 8 <sup>th</sup> Grade                  |                 | 84             | 84             | 140            |
| 9 <sup>th</sup> Grade                  |                 |                |                |                |
| 10 <sup>th</sup> Grade                 |                 |                |                |                |
| 11 <sup>th</sup> Grade                 |                 |                |                |                |
| 12 <sup>th</sup> Grade                 |                 |                |                |                |
| <b>Total Enrollment</b>                | <b>717</b>      | <b>837</b>     | <b>1123</b>    | <b>1245</b>    |

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



# 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:                               |                 |                |                |                |
|--|-----------------|----------------|----------------|----------------|
| <b>Leman Academy of Excellence Virtual</b> |                 |                |                |                |
| Number of Students                         |                 |                |                |                |
| Grade Level                                | Current - FY 19 | Target - FY 20 | Target - FY 21 | Target - FY 22 |
| Kindergarten                               | 7               | 15             | 25             | 25             |
| 1 <sup>st</sup> Grade                      | 8               | 15             | 25             | 25             |
| 2 <sup>nd</sup> Grade                      | 4               | 15             | 25             | 25             |
| 3 <sup>rd</sup> Grade                      | 7               | 15             | 25             | 25             |
| 4 <sup>th</sup> Grade                      | 8               | 15             | 25             | 25             |
| 5 <sup>th</sup> Grade                      | 6               | 15             | 25             | 25             |
| 6 <sup>th</sup> Grade                      | 7               | 15             | 25             | 25             |
| 7 <sup>th</sup> Grade                      | 10              | 15             | 25             | 25             |
| 8 <sup>th</sup> Grade                      | 11              | 15             | 25             | 25             |
| 9 <sup>th</sup> Grade                      |                 |                |                |                |
| 10 <sup>th</sup> Grade                     |                 |                |                |                |
| 11 <sup>th</sup> Grade                     |                 |                |                |                |
| 12 <sup>th</sup> Grade                     |                 |                |                |                |
| <b>Total Enrollment</b>                    | <b>68</b>       | <b>135</b>     | <b>225</b>     | <b>225</b>     |

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



## 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:                            |                 |                |                |                |
|---|-----------------|----------------|----------------|----------------|
| Leman Academy of Excellence East Tucson |                 |                |                |                |
| Number of Students                      |                 |                |                |                |
| Grade Level                             | Current - FY 19 | Target - FY 20 | Target - FY 21 | Target - FY 22 |
| Kindergarten                            | 97              | 130            | 130            | 130            |
| 1 <sup>st</sup> Grade                   | 110             | 108            | 130            | 130            |
| 2 <sup>nd</sup> Grade                   | 76              | 135            | 130            | 130            |
| 3 <sup>rd</sup> Grade                   | 77              | 84             | 135            | 130            |
| 4 <sup>th</sup> Grade                   | 87              | 84             | 104            | 135            |
| 5 <sup>th</sup> Grade                   | 77              | 112            | 104            | 135            |
| 6 <sup>th</sup> Grade                   | 51              | 78             | 135            | 135            |
| 7 <sup>th</sup> Grade                   |                 | 54             | 78             | 135            |
| 8 <sup>th</sup> Grade                   |                 |                | 54             | 135            |
| 9 <sup>th</sup> Grade                   |                 |                |                |                |
| 10 <sup>th</sup> Grade                  |                 |                |                |                |
| 11 <sup>th</sup> Grade                  |                 |                |                |                |
| 12 <sup>th</sup> Grade                  |                 |                |                |                |
| <b>Total Enrollment</b>                 | <b>575</b>      | <b>785</b>     | <b>1000</b>    | <b>1195</b>    |

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



## 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:                          |                 |                |                |                |
|---------------------------------------|-----------------|----------------|----------------|----------------|
| Leman Academy of Excellence East Mesa |                 |                |                |                |
| Number of Students                    |                 |                |                |                |
| Grade Level                           | Current - FY 19 | Target - FY 20 | Target - FY 21 | Target - FY 22 |
| Kindergarten                          | 16              | 52             | 78             | 81             |
| 1 <sup>st</sup> Grade                 | 7               | 26             | 54             | 81             |
| 2 <sup>nd</sup> Grade                 | 13              | 26             | 54             | 81             |
| 3 <sup>rd</sup> Grade                 | 11              | 26             | 54             | 81             |
| 4 <sup>th</sup> Grade                 | 9               | 26             | 54             | 81             |
| 5 <sup>th</sup> Grade                 | 12              | 26             | 54             | 81             |
| 6 <sup>th</sup> Grade                 | 11              | 26             | 54             | 81             |
| 7 <sup>th</sup> Grade                 |                 | 26             | 54             | 81             |
| 8 <sup>th</sup> Grade                 |                 |                | 27             | 81             |
| 9 <sup>th</sup> Grade                 |                 |                |                |                |
| 10 <sup>th</sup> Grade                |                 |                |                |                |
| 11 <sup>th</sup> Grade                |                 |                |                |                |
| 12 <sup>th</sup> Grade                |                 |                |                |                |
| <b>Total Enrollment</b>               | <b>79</b>       | <b>234</b>     | <b>483</b>     | <b>729</b>     |

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



# 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 <sup>st</sup> Grade   |              |             |             |             |
| 2 <sup>nd</sup> Grade   |              |             |             |             |
| 3 <sup>rd</sup> Grade   |              |             |             |             |
| 4 <sup>th</sup> Grade   |              |             |             |             |
| 5 <sup>th</sup> Grade   |              |             |             |             |
| 6 <sup>th</sup> Grade   |              |             |             |             |
| 7 <sup>th</sup> Grade   |              |             |             |             |
| 8 <sup>th</sup> Grade   |              |             |             |             |
| 9 <sup>th</sup> Grade   |              |             |             |             |
| 10 <sup>th</sup> Grade  |              |             |             |             |
| 11 <sup>th</sup> Grade  |              |             |             |             |
| 12 <sup>th</sup> Grade  |              |             |             |             |
| <b>Total Enrollment</b> |              |             |             |             |

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