Request for Charter Activation
The Excel Center – Gary

May 2018

Goodwill LEADS, Inc.
1805 W. Western Ave.
South Bend, IN 46619
Exhibit B

Proposal Overview

The applicant group's designated representative will serve as the contact for all communications, interviews, and notices from the ICSB regarding the submitted application.

**IMPORTANT NOTE:** The full application, including this form, will be posted on the ICSB website. Applicants are advised that local community members, including members of the media, may contact the designated representative for questions about the proposed school(s).

**Name of proposed Charter School:**
The Excel Center-Gary

**Proposed Charter School location:**
Gary, IN

*Please indicate the city/town and, if known, potential address or neighborhood of the school location. Virtual operators should indicate the relevant geographies the operator intends to serve.

**School district of proposed location:**
Lake Ridge New Tech Schools, Gary Community Schools

**Legal name of group applying for Charter:**
Goodwill LEADS, Inc.

**Designated representative:**
Cindy Cavanaugh

**Contact information (Phone & Email):**
219-789-5236; ccavanaugh@excelcenterhs.org

**Planned opening year for the school:**
2018

**Model or focus of proposed school:**
The Excel Center® model (adult high school)

**Proposed Grade Levels and Student Enrollment**
Indicate the grade levels the school intends to serve. Specify both the planned and maximum number of enrolled students by grade level for each year.

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Grade Levels</th>
<th>Student Enrollment (Planned/Maximum)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>9-12</td>
<td>200</td>
</tr>
<tr>
<td>Year 2</td>
<td>9-12</td>
<td>250</td>
</tr>
<tr>
<td>Year 3</td>
<td>9-12</td>
<td>300</td>
</tr>
<tr>
<td>Year 4</td>
<td>9-12</td>
<td>350</td>
</tr>
<tr>
<td>Year 5</td>
<td>9-12</td>
<td>350</td>
</tr>
<tr>
<td>At Capacity</td>
<td>9-12</td>
<td>350</td>
</tr>
</tbody>
</table>

**Target student population (if any):**
Students ages 18+, with no previous high school diploma
Will an application for the same charter school be submitted to another authorizer in the near future?
Yes ☐ No ☐

If yes, identify the authorizer(s):

Planned submission date(s):

Please list the number of previous submissions (including withdrawn submissions) for request to authorize any charter school(s) over the past five years, as required under IC § 20-24-3-4. Include the following information:

Authorizer(s):

Submission date(s):

Indiana Charter School Board
12/2014; Fall 2016

For Experienced Operator Applications:

Does the school expect to contract or partner with an ESP or other organization for Charter School management/operation? Yes ☐ No ☐

If Yes, please provide the following information:

Identify the ESP or partner organization:

Indiana Network of Independent Schools

Is Charter School proposing to replicate a proven school model? Yes ☐ No ☐

If yes, provide the name and location of at least one school where the model is in use.

The Excel Center-South Bend (2721 Kenwood, South Bend, IN 46619); The Excel Center-Hammond (3438 169th, Hammond, IN 46323)

If the applicant or its ESP or other partner organization currently operates one (1) or more Charter Schools within or without Indiana, please provide the name(s) and phone number(s) of the authorizer(s) for the existing Charter Schools:

- Indiana Charter School Board (317)232-7585
- Indianapolis Mayor’s Office of Education Innovation (317) 327-5563
- Texas Education Agency* (512) 463-6575
- Shelby County Schools* (Memphis, TN) (901) 416-5589
- District of Columbia Public Charter School Board* (202) 328-2630

Signature of Applicant’s Designated Representative

[Signature]

4-30-18

Date

ICSB Charter School RFP: Experienced School Operators

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In 2014, the Indiana Charter School Board (ICSB) approved the first Excel Center for Goodwill LEADS, Inc. to operate in South Bend, Indiana. In the fall of 2016, ICSB awarded Goodwill LEADS, Inc., an additional charter to open The Excel Center Hammond (based on a significant number of individuals without a high school diploma). This request for Charter Activation acts as Goodwill LEADS, Inc.’s formal request to activate the third charter it holds to open The Excel Center – Gary in Fall 2018.

Mission and Vision
The mission of GLI is to provide adults the opportunity and support to earn a high school diploma and pursue post-secondary education while developing career paths that offer greater employment and career growth opportunities. Excel Centers “meet students where they are” in their education by providing a flexible structure and supportive relationships to help students manage work, life, and family concerns as they achieve their educational goals.

The vision of GLI is to provide education, support, and career potential for adult high school students. Thousands of individuals drop out of high school each year, crippling their career potential as employers seek workers with higher skills and specialization. As part of a commitment to enhance career potential and access to high-growth jobs for high school dropouts, GLI provides adult high school students in northern Indiana with accelerated learning, opportunities for post-secondary education, and individualized career planning.

Need for The Excel Center in Gary and Lake County
Among the school corporations in Lake County that struggle with the lowest graduation rates are School City of East Chicago (70.2%), Gary Community School Corporation (82.1%), and School City of Hammond (81.4%), which represents at least 300 students who left high school in 2015 without a diploma. In these three high-need cities alone, nearly 29,000 adults (51,760 in the county) do not have a high school diploma or equivalent. These are also areas of high poverty (39% in Gary; 36% East Chicago); high unemployment (6.1% Gary; 8.7% East Chicago); and high violent crime (768 per 100,000 people in Gary; 489 in E. Chicago).

The Gary community has a significant need for an Excel Center to increase educational attainment among their residents. A high school diploma has the potential to raise an individual’s annual median income $9620; some post-secondary education can raise it $12,740. The chances for unemployment are cut in half with an Associate’s Degree, which can’t be achieved without a diploma. A large portion of Lake County representing more than 57,000 adults, do not have a high school diploma or equivalent and are unprepared to participate in the 21st century workforce—one that will require additional skills beyond high school, whether through an industry certification or post-secondary degree.

According to the Alliance for Excellent Education (2013), an additional 10,000 high school graduates in Indiana would increase the gross state product by $100 million dollars, add 800 new jobs, and increase state and local tax revenue by $4.4 million. Increasing educational attainment among adults with few options in Gary has the potential to increase economic growth in area of the state that needs it the most.

Goodwill of Michiana has recently purchased land along Ridge Road in Gary. The location of the Gary Excel Center campus will be incorporated into the new Gary Goodwill location. While the completion of the building will not be complete until January of 2019, The Excel Center is actively pursuing leasing space located on the old Ivy Tech campus in Gary.
Goodwill LEADS, Inc.

Board Meeting Minutes
January 19, 2017

The Goodwill LEADS, Inc Board of Directors met on Thursday, January 19, 2017 at Noon at the Excel Center. Those present were:

**LEADS, INC. Board:**
- Tony Allison
- Rolla Baumgartner
- Louis Gonzalez
- Ann Carol Nash
- Paul Schlottman
- Juliann Jankowski, LEADS Chair
- Bishop Eddie Miller, LEADS Vice Chair
- Joe Barkman, LEADS Secretary/Treasurer
- Debie Coble, Goodwill President/CEO
- Randy Beachy, Excel Executive Director

**Staff:**
- Terri Burks, Goodwill CFO/CCO, LEADS School Treasurer
- Guy Fisher, Goodwill VP of Mission Advancement
- Arden Floran, Goodwill VP of Workforce Development Services
- Rose Loraff, Excel Center DIC Coordinator
- Elyse Russell, Assistant to the Goodwill President/CEO
- Ben Szumial, Goodwill Accountant, LEADS Deputy School Treasurer

**Absent:**
- Caitlin Klein, Excel Center Office Manager
- Mary Pat Latoski

**PUBLIC COMMENT**
There was no comment from the public.

**APPROVAL OF THE DECEMBER 8, 2016 MEETING MINUTES**
All board members received a copy of the December 8th Minutes. The motion was made to approve the Minutes; the motion was seconded and approved unanimously.

**REVIEW OF THE DECEMBER FINANCIAL INFORMATION**
All board members previously received a copy of the December financial statements for their review. Mr. Barkman reviewed the statements with those present. The motion was then made to approve them; this motion was seconded and approved unanimously. After a brief review and discussion of the December Accounts Payable Voucher Register, the motion was made to approve the voucher registers for payment. This motion was seconded and approved unanimously.

**REVIEW OF ACCOUNTING MANUAL**
Ben Szumial reviewed the proposed revisions with those present. The following suggestions were made:
- Replace personal names with job titles
- Use month rather than specific date when documenting events
- Journal Entries should be approved by a third party instead of the position listed in the manual

Revisions will be highlighted for easy review by the board.

**EXECUTIVE DIRECTOR’S REPORT**
Mr. Beachy reviewed his report with those present. No action was taken.
STUDENT WITHDRAWAL POLICY
It was reported that Excel staff are working on this policy with the Indianapolis Goodwill. This policy will be less restrictive. If a student misses 16 days, they will be asked to withdraw. They will be allowed to rejoin when able, which makes this policy less restrictive. No action was taken.

NOMINATING COMMITTEE REPORT
Chair Jankowski and other committee members will gather after the meeting to set a date for the committee to meet. No action was taken.

STRATEGIC PLANNING – GARY AND EAST CHICAGO
Mr. Beachy and Mr. Fisher updated the board on their progress establishing The Excel Center name and mission, as well as the overall mission and other services of Goodwill Industries, in the communities of Gary and East Chicago. No action was taken.

DROP-IN CENTER: HIGH SCOPE TRAINING
Ms. Loraff, Excel Center DIC Coordinator, informed the board about her partnership with Family Connection to certify DIC staff in High Scope Training. A DIC brochure was included in the Agenda Packet. No action was taken.

UPCOMING LEADS, Inc. MEETINGS
Board Meeting: April 20, 2017 at Noon

ADJOURNMENT
There being no further business to discuss, the motion was made to adjourn. This motion was seconded and approved unanimously.
Goodwill L.E.A.D.S Board of Directors Meeting  
December 1, 2017  
President’s Report

There has been a lot of activity happening since we last met. The following provides a brief overview:

Hammond:

- Enrollment is up from 95 to 134 for the second term.
- We will have 8 graduates at the end of Term 3.
  - Graduation will be at 6:00 p.m. CST in the temporary building following the board meeting.
- We are on track to have 26 graduates by the end of the first school year.
- Permanent Building:
  - Drywall is going up.
  - Painting will begin on Monday, December 3rd.
  - Furniture will be installed on January 23rd
  - Ribbon cutting is scheduled for 2:00 p.m. CST on January 25th
  - Board meeting is scheduled for 4:00 p.m. CST in the new building
- Community Building
  - Trunk or Treat — Huge success!
    - 15 community partners participated
    - 100+ children received candy
    - Check out our Facebook page for pictures!
  - Stories with Santa — December 20th
    - Children will be able to have pictures taken with Santa — Free!
    - Children will hear Santa read some of his favorite Christmas books!
    - There will be cookies and hot chocolate.
    - Community partners invited to set up tables, invite their clients and donate cooks and books for the children to take home.
  - Partnership with NorthShore Mental Health
    - A staff member will be at Excel once a week for students.
  - Partnership with a local church for 2018
    - They will provide items such as formula, diaper wipes, etc.
- Kids Excel Monthly Parent Meetings
  - Will be holding monthly meetings for the purpose of parent education, community building and communication.
  - There will be a monthly “Parent Engagement Activity Assignment” for the parents to do with their child(ren) at home.
- Student Tutor
  - Students must meet attendance and grade requirements and be vetted by their Life Coaches and Teacher(s)
  - Serves several purposes:

www.ExcelCenterHS.Org
Assists students who are struggling
Provides community service hours for students who are tutoring

South Bend:

- Last term - Our best term ever!
  - We had an avg. of 5.6 credits per productive student in Term 2! 4.0 credits per productive student is considered a great outcome.
  - 659 total credits earned in Term 2.
  - We're setting a goal of 1,000 credits earned this term.
  - Overall retention from Term 1 to Term 2 was up 6%.
- Graduates
  - We had 7 graduates in Term 2, with one more finishing up a bit late, but before graduation, so he will be walking on December 1st.
  - This makes a total of 14 graduates so far this year.
  - We have had 53 graduates since we opened the doors.
  - 8 more grads are slated for term 3, which keeps us on pace to earn a B school grade based upon our student count, which was submitted in September.
- Orientation
  - We have changed the orientation process from group to individual approach.
  - This can be done at any time, allowing the student to start classes sooner after completing all of the steps in the enrollment process.
  - Anticipating this will help with retention.
  - Considering adding a special English class, Contemporary Literature, which has a special curriculum that can be tailored to students at almost any level AND can be started at any time. It would be face-to-face instruction led by a teacher as well. Again, anticipating that when coupled with the new orientation process, students will be able to start sooner and lead to higher retention.

Gary

- We are still in due diligence period with the land.
- Gary Transportation has agreed to change the bus line, and will drop off at the campus.
- Goodwill Executive Committee has approved continuing the Gary Campus concept.
- Goodwill will build the building, which will be attached to the Pound Store and have a Career Center, which will serve as the lobby of the Excel Center.
- Will be proposing lease rates which are dependent upon student enrollment.
**Community Engagement**

Community interest in The Excel Center has grown through conversations with local leaders as members of the applicant team have shared its success in Hammond and South Bend. In Gary, which has been inundated with charter schools, community leaders have demonstrated sincere interest in an adult high school that serves those who have previously dropped out of high school, enabling them to graduate with a Core 40 diploma and post-secondary credentials.

Representatives from the applicant team have met with several organizations in Lake County to engage the community and have met with enthusiastic responses regarding the positive potential of The Excel Center to impact their residents. Without exception, representatives of the following organizations expressed support for The Excel Center and have provided opportunities to connect with individuals and organizations of influence in the community:

- Mayor of Gary
- Gary Police Department
- Gary Chamber of Commerce
- City of Gary Redevelopment Commission
- Gary for Life (violence reduction initiative)
- Ivy Tech Lake County Campuses
- WorkOne Northwest Indiana
- School City of East Chicago
- Lake Station Community School Corporation
- Lake Central High School
- The Crossings (credit recovery program)
- Boys and Girls Clubs of Northwest Indiana
- A Positive Approach to Teen Health (youth development program)
- Legacy Foundation of Lake County
- Foundations of East Chicago
- Bethel Church
- TradeWinds Services (vocational rehabilitation)
- The Arc Northwest Indiana (vocational rehabilitation)

In addition, with Hammond having been open since September of 2017, name recognition has increased within the Gary and Lake County communities. Cindy Cavanaugh, Vice President, has also become part of NWI Ready. This group consists of superintendents, principals, and other school administrative representatives that meet once a month to discuss the ever-changing landscape of Indiana education. Theresa Knipe, Gary director, has also become a member of local clubs, such as the Gary Rotary Club. A list of Gary community events, festivals, block parties, etc., is being created for the staff so that they can connect with potential students. The “More Than a Store” tours have begun at the Hammond location. Many individuals from Gary and Lake County that have influence within the region have or plan on attending these events. The Excel Center will also collaborate with the Goodwill programs already in place throughout Lake County.

**Capacity**

Opening each new Excel Center requires significant planning and execution to ensure that the startup plans for the school are effectively run within required timelines. The Excel Center’s success in Gary will be driven by the ability to attract or promote high quality school leaders. This includes not only the Director but the other lead positions as well.

Currently, the structure for managing multiple schools is as follows:

Each school employees a qualified Director, who is charged with managing the day-to-day operations of the school, set the goals, ensure that the teachers and staff receive the necessary resources to provide high quality education.

Each director reports to the Vice President of the Excel Centers, who is responsible for ensuring that the vision established by the Board of Directors is carried out. This position is also responsible for monitoring the activities of the Directors.
The Vice President of Excel Centers reports to the President/CEO of Goodwill Industries of Michiana, Inc. with the exception of hiring/firing, as this function rests in the responsibility of the Board of Directors. By having this structure in place, each school is ensured of having the needed attention of the Director, and the oversight necessary to ensure that each school follows the path to excellence in its educational endeavors.

Central Office Support
While the Gary campus will have its own office manager, Goodwill LEADS, Inc. will still receive support from GEI, per our contract. Since GEI opened its first school in 2004, it has grown to include expertise in the following areas: accounting and bookkeeping; payroll; curriculum and curriculum development; data analytics; data collection and state reporting; development; and registrar. In addition to providing administrative services, GEI’s central office staff is actively involved in state and local policy-making decisions, ensuring that the needs of The Excel Center are being heard by state and local officials.

Budget and Finance
As an affiliate of GIM, GLI has a designated accountant to manage accounting, purchasing, payroll, and the required annual audit, supported by GIM’s CFO and support staff. INIS will also provide administrative support and best practices. The same strict controls that the CFO has kept in place for GIM for the past 16 years will be in place to ensure long-term financial viability. GLI has been a nonprofit since 2015 and will be the charter holder and governing entity for the Gary location. Please see the attached cash projection.
School Model Differences
The school model implemented at The Excel Center – Gary will be the same school model being implemented at all other Excel Center locations. There will be no differences to the school model.

Academic Data
*Performance under the A-F Model for Adult High Schools*

<table>
<thead>
<tr>
<th>School</th>
<th>2015-2016</th>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Bend</td>
<td>n/a*</td>
<td>C</td>
<td>B **</td>
</tr>
<tr>
<td>Hammond</td>
<td>n/a</td>
<td>n/a</td>
<td>A**</td>
</tr>
</tbody>
</table>

*Indicates new school; not eligible for grade
**Projected grade based on data to date
Also, Hammond did not open until September, 2017.

Graduate Data
To date, The Excel Center has graduated a total of 67 graduates. Approximately 65% have earned college credit prior to graduating. 35% of our graduates have earned an industry certification.

<table>
<thead>
<tr>
<th>School</th>
<th>Years Open</th>
<th>2015-2016</th>
<th>2016-2017</th>
<th>2017-2018</th>
<th>All Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Bend</td>
<td>3</td>
<td>7</td>
<td>32</td>
<td>24*</td>
<td>63*</td>
</tr>
<tr>
<td>Hammond</td>
<td>1</td>
<td>--</td>
<td>--</td>
<td>4*</td>
<td>4*</td>
</tr>
<tr>
<td>Excel Center Graduates</td>
<td>7</td>
<td>32</td>
<td>28*</td>
<td>67*</td>
<td></td>
</tr>
</tbody>
</table>

*Through May 1, 2018.
## School Start-Up Timeline

Provided below is a high-level school start-up plan for the period between charter activation approval and the first day of student attendance. The projected first day of school is September 10, 2018.

<table>
<thead>
<tr>
<th>Area</th>
<th>January - May 2018</th>
<th>June 2018</th>
<th>July 2018</th>
<th>August 2018</th>
<th>September 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charter Activation</td>
<td>• Submit activation materials</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• ICSB issues activation decision</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>• Develop school budget</td>
<td>• Purchase furniture</td>
<td>• Purchase Kids Excel materials</td>
<td>• Facility sign off by all necessary parties (health department, fire marshal, etc.)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Incorporate school into GLI’s accounting system</td>
<td></td>
<td></td>
<td></td>
<td>• Furniture delivered</td>
</tr>
<tr>
<td>Facility</td>
<td>• Select school’s temporary facility location</td>
<td></td>
<td>• Participate in local events (fairs, festivals, etc.) per the developed marketing plan</td>
<td>• Host and participate in information sharing sessions</td>
<td>• Press release regarding school opening</td>
</tr>
<tr>
<td></td>
<td>• Finalize school design by incorporating it into Goodwill complex</td>
<td></td>
<td>• Host student enrollment fairs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Engagement, Marketing &amp; Student Recruitment</td>
<td>• Develop school marketing plan</td>
<td>• In-store messaging</td>
<td>• Participate in local events  (fairs, festivals, etc.) per the developed marketing plan</td>
<td>• Provide school signage and other materials</td>
<td>• Press release regarding school opening</td>
</tr>
<tr>
<td></td>
<td>• Meet with area heads of school and superintendents</td>
<td>• Make marketing-related purchasing, as needed (bill boards, radio spots, newspaper ads, etc.)</td>
<td>• Host and participate in information sharing sessions</td>
<td>• Participate in local events (fairs, festivals, etc.) per the developed marketing plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Attend community events</td>
<td>• Participate in local events (fairs, festivals, etc.) per the developed marketing plan</td>
<td>• Host student enrollment fairs</td>
<td>• Schedule testing day and iExcel days.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Meet with established community partners</td>
<td>• In-store messaging</td>
<td>• Participate in local events (fairs, festivals, etc.) per the developed marketing plan</td>
<td>• Send student orientation reminders</td>
<td></td>
</tr>
<tr>
<td>Staffing</td>
<td>• Hire school leader</td>
<td>• Hire all staff positions</td>
<td>• Hired staff will shadow Hammond staff</td>
<td>• Staff professional development (Synergy, policies and procedures)</td>
<td>• Staff professional development</td>
</tr>
<tr>
<td></td>
<td>• School Director begins training</td>
<td></td>
<td>• Hired staff will shadow Hammond staff</td>
<td></td>
<td>• Prepare for first day of classes</td>
</tr>
<tr>
<td></td>
<td>• Post school staff positions</td>
<td></td>
<td>• New staff orientation</td>
<td></td>
<td>• Welcome students on September 10th!!!</td>
</tr>
<tr>
<td></td>
<td>• Screen candidates</td>
<td></td>
<td>• Staff professional development (Synergy, policies and procedures)</td>
<td></td>
<td></td>
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<tr>
<td>Instruction &amp; Assessment</td>
<td></td>
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<tr>
<td>• Identify industry certifications offered at the school</td>
<td>• Accept new student information and evaluate needs</td>
<td>• Continue to accept new student information and evaluate needs</td>
<td>• Review and assess needs of students with IEPs or 501 plans</td>
<td>• Finalize student schedules</td>
<td></td>
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<td></td>
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<td></td>
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<tr>
<td>Student Enrollment</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Launch student enrollment process</td>
<td>• Continue accepting student enrollment information</td>
<td>• Conduct student lottery, if demand exceeds capacity</td>
<td>• Continue accepting student enrollment information and add students to waiting list</td>
<td>• Continue accepting student enrollment information and add students to waiting list</td>
<td></td>
</tr>
<tr>
<td>• Begin accepting student enrollment information</td>
<td></td>
<td>• Student enrollment</td>
<td></td>
<td>• Placement testing and iExcel</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>• Placement testing and iExcel</td>
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<tr>
<td>Technology</td>
<td></td>
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<tr>
<td>• Set up location in SIS</td>
<td>• Incorporate school into the online enrollment system</td>
<td>• Set up network infrastructure</td>
<td></td>
<td>• Continue accepting student enrollment information and add students to waiting list</td>
<td></td>
</tr>
<tr>
<td>• Purchase</td>
<td>• Incorporate school into SIS</td>
<td>• Set up Wi-Fi access at temporary location</td>
<td>• Purchase Chromebooks</td>
<td>• Placement testing and iExcel</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Train staff on SIS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Function</td>
<td>Governing Board</td>
<td>ESP</td>
<td>Network (Northern Indiana)</td>
<td>School (The Excel Centers)</td>
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<td>-----------------------------------------------</td>
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<tr>
<td>Performance Goals</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
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<tr>
<td>Curriculum</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
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<tr>
<td>Professional Development</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
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<tr>
<td>Data Management and Interim Student Assessments</td>
<td></td>
<td>X</td>
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<td>X</td>
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<tr>
<td>Grade Level Promotion Criteria</td>
<td></td>
<td></td>
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<td>X</td>
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<tr>
<td>Culture</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
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<tr>
<td>Budgeting, Finance, and Accounting</td>
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<td>Vendor Management / Procurement</td>
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<td>Other Operational Functions, if any</td>
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