



**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  
2018  
**Planned opening year for the school:** The Excel Center® model (adult high school)  
**Model or focus of proposed school:** (e.g., arts, college prep, dual-language, etc.)

**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.

Academic Year	Grade Levels	Student Enrollment (Planned/Maximum)
Year 1	9-12	200
Year 2	9-12	250
Year 3	9-12	300
Year 4	9-12	350
Year 5	9-12	350
At Capacity	9-12	350

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Please list the number of previous submissions (including withdrawn submissions) for request to authorize any charter school(s) over the past five years, as required under IC § 20-24-3-4.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

Submission date(s): 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 169<sup>th</sup>, 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) 463-9575
- Shelby County Schools\* (Memphis, TN) (901) 416-5589
- District of Columbia Public Charter School Board\* (202) 328-2660

Signature of Applicant's Designated Representative

Cindy Carter 4-30-18  
Signature Date

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	Juliann Jankowski, LEADS Chair
Rolla Baumgartner	Bishop Eddie Miller, LEADS Vice Chair
Louis Gonzalez	Joe Barkman, LEADS Secretary/Treasurer
Ann Carol Nash	Debie Coble, Goodwill President/CEO
Paul Schlottman	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 8<sup>th</sup> 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.

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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 3<sup>rd</sup>.
  - Furniture will be installed on January 23<sup>rd</sup>
  - Ribbon cutting is scheduled for 2:00 p.m. CST on January 25<sup>th</sup>
  - 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 20<sup>th</sup>
    - 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:



- 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 1<sup>st</sup>.
  - 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 employs 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.

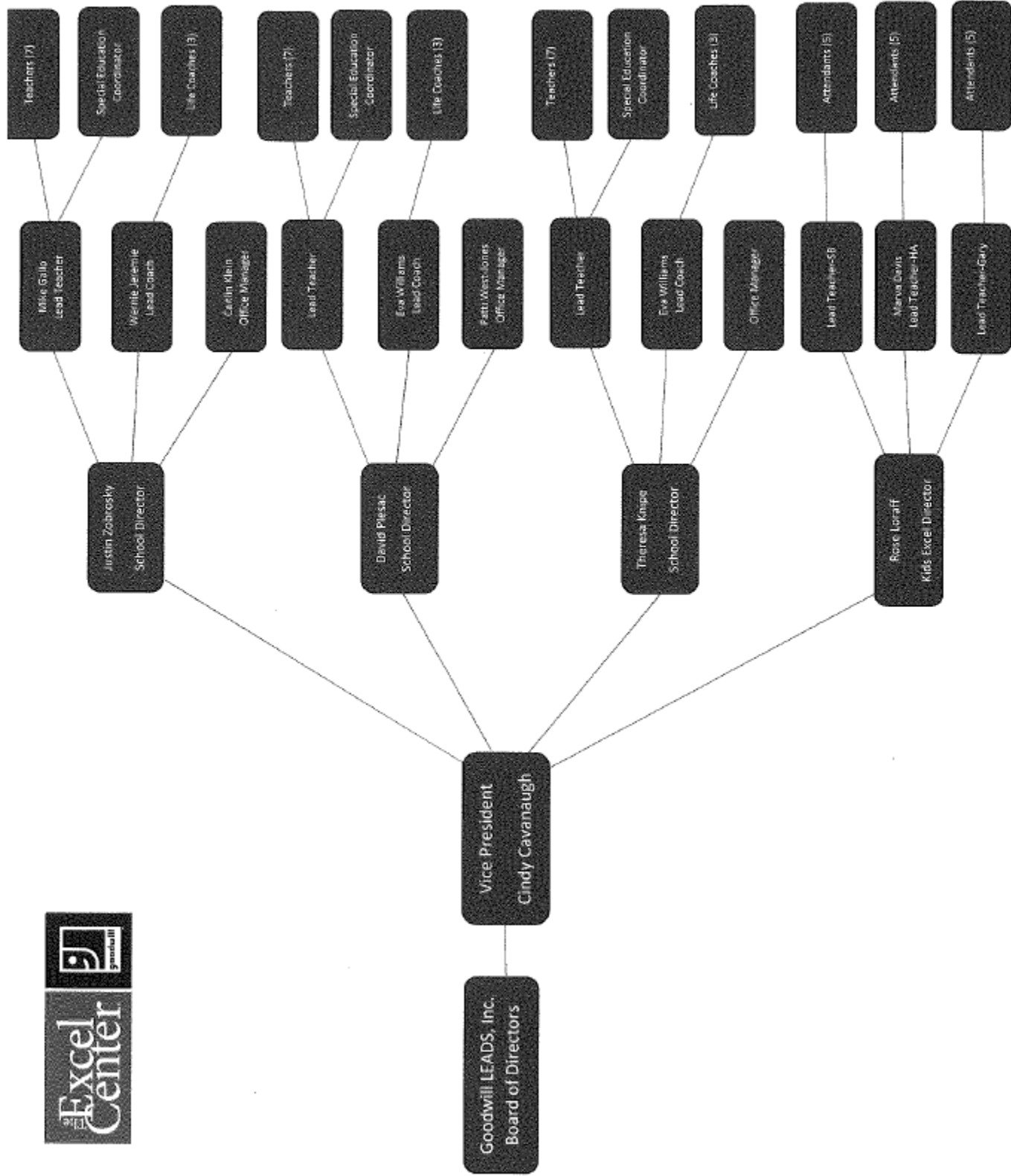
The Vice President of Excel Centers reports to the President/CEO of Goodwill Industries of Michiana, Inc. with the exception of hiring/firing, as this function rests in the responsibility of the Board of Directors. By having this structure in place, each school is ensured of having the needed attention 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*

<b>A-F Adult High School Accountability Grade</b>			
<b>School</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
South Bend	n/a*	C	B **
Hammond	n/a	n/a	A**
<i>*Indicates new school; not eligible for grade            **Projected grade based on data to date            Also, Hammond did not open until <u>September, 2017</u>.</i>			

*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.

<b>Graduation Data with School Year Totals</b>					
<b>School</b>	<b>Years Open</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>All Years</b>
South Bend	3	7	32	24*	63*
Hammond	1	--	--	4*	4*
<b>Excel Center Graduates</b>		<b>7</b>	<b>32</b>	<b>28*</b>	<b>67*</b>
*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.

Area	January - May 2018	June 2018	July 2018	August 2018	September 2018
<b>Charter Activation</b>	<ul style="list-style-type: none"> <li>• Submit activation materials</li> <li>• ICSB issues activation decision</li> </ul>				
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Develop school budget</li> <li>• Incorporate school into GLI's accounting system</li> </ul>				
<b>Facility</b>	<ul style="list-style-type: none"> <li>• Select school's temporary facility location</li> <li>• Finalize school design by incorporating it into Goodwill complex</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase furniture</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase Kids Excel materials</li> </ul>	<ul style="list-style-type: none"> <li>• Facility sign off by all necessary parties (health department, fire marshal, etc.)</li> <li>• Furniture delivered</li> <li>• Set up classroom, Kids Excel, offices</li> </ul>	
<b>Community Engagement, Marketing &amp; Student Recruitment</b>	<ul style="list-style-type: none"> <li>• Develop school marketing plan</li> <li>• Meet with area heads of school and superintendents</li> <li>• Attend community events</li> <li>• Meet with established community partners</li> </ul>	<ul style="list-style-type: none"> <li>• In-store messaging</li> <li>• Make marketing-related purchasing, as needed (bill boards, radio spots, newspaper ads, etc.)</li> <li>• Participate in local events (fairs, festivals, etc.) per the developed marketing plan</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in local events (fairs, festivals, etc.) per the developed marketing plan</li> <li>• Host and participate in information sharing sessions</li> <li>• Host student enrollment fairs</li> </ul>	<ul style="list-style-type: none"> <li>• Provide school signage and other materials</li> <li>• Participate in local events (fairs, festivals, etc.) per the developed marketing plan</li> <li>• Schedule testing day and iExcel days.</li> <li>• Send student orientation reminders</li> </ul>	<ul style="list-style-type: none"> <li>• Press release regarding school opening</li> </ul>
<b>Staffing</b>	<ul style="list-style-type: none"> <li>• Hire school leader</li> <li>• School Director begins training</li> <li>• Post school staff positions</li> <li>• Screen candidates</li> </ul>	<ul style="list-style-type: none"> <li>• Hire all staff positions</li> </ul>	<ul style="list-style-type: none"> <li>• Hired staff will shadow Hammond staff</li> <li>• New staff orientation</li> <li>• Staff professional development (Synergy, policies and procedures)</li> </ul>	<ul style="list-style-type: none"> <li>• Hired staff shadows Hammond staff</li> <li>• Begin setting up classrooms, Kids Excel, offices</li> <li>• Assist with testing, iExcel, recruiting</li> </ul>	<ul style="list-style-type: none"> <li>• Staff professional development</li> <li>• Prepare for first day of classes</li> <li>• Welcome students on September 10<sup>th</sup>!!!</li> </ul>

<b>Instruction &amp; Assessment</b>	<ul style="list-style-type: none"> <li>• Identify industry certifications offered at the school</li> </ul>	<ul style="list-style-type: none"> <li>• Accept new student information and evaluate needs</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to accept new student information and evaluate needs</li> </ul>	<ul style="list-style-type: none"> <li>• Review and assess needs of students with IEPs or 501 plans</li> <li>• Continue to accept new student information and evaluate needs</li> <li>• Begin to finalize student schedules</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize student schedules</li> </ul>
<b>Student Enrollment</b>		<ul style="list-style-type: none"> <li>• Launch student enrollment process</li> <li>• Begin accepting student enrollment information</li> </ul>	<ul style="list-style-type: none"> <li>• Continue accepting student enrollment information</li> </ul>	<ul style="list-style-type: none"> <li>• Continue accepting student enrollment information</li> <li>• Conduct student lottery, if demand exceeds capacity</li> <li>• Student enrollment</li> <li>• Placement testing and iExcel</li> </ul>	<ul style="list-style-type: none"> <li>• Continue accepting student enrollment information and add students to waiting list</li> <li>• Placement testing and iExcel</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>• Set up location in SIS</li> <li>• Purchase</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate school into the online enrollment system</li> <li>• Incorporate school into SIS</li> <li>• Train staff on SIS</li> </ul>	<ul style="list-style-type: none"> <li>• Set up network infrastructure</li> <li>• Set up Wi-Fi access at temporary location</li> <li>• Purchase Chromebooks</li> </ul>		

Exhibit D

**Governance and Operational Structure**

Function	Governing Board	ESP	Network (Northern Indiana)	School (The Excel Centers)
Performance Goals	X		X	X
Curriculum		X		X
Professional Development		X	X	X
Data Management and Interim Student Assessments		X	X	X
Grade Level Promotion Criteria		X	X	X
Culture	X	X	X	X
Budgeting, Finance, and Accounting	X		X	
Student Recruitment			X	X
School Staff Recruitment and Hiring	X	X	X	X
HR Services (payroll, benefits, etc.)	X		X	X
Development	X		X	
Community Relations	X		X	X
Information Technology		X	X	X
Facilities Management			X	X
Vendor Management / Procurement			X	
Other Operational Functions, if any			X	X