



VANGUARD COLLEGIATE
OF INDIANAPOLIS

Unapologetically focused on the academic success of our scholars, Vanguard Collegiate of Indianapolis educates 5-8th grade students through high-quality instruction, rigorous curriculum, and character development to succeed in college and become leaders in thought, word and action.



Supplemental Information Request – ICSB Fall 2022

Current Enrollment. As of December 1, 2022, Vanguard Collegiate’s enrollment is 70 scholars. The grade breakdown is explained in **Table 1** below:

Table 1.

GRADE	# OF SCHOLARS
5	3
6	14
7	29
8	24
GRAND TOTAL	70

We are actively working towards our second ADM Day Budget number of 81 scholars. The current enrollment of 70 is an increase of 3 scholars from September 2022’s ADM Day. The details of our enrollment strategy are outlined in **Appendix A**.

Currently, there are only three (3) 5th grade scholars. Our staffing model allots teachers subjects to specific grade levels separated by lower academy (5th and 6th grades) and upper academy (7th and 8th grades). Teachers rotate into classrooms, as scholars remain stationary except for specials. Our new 5th grade scholars have some significant academic gaps. We are taking advantage of this small cohort model to provide more 1:1 and individualized instruction for those scholars. On a periodic basis, 5th and 6th grade cohorts share a class. Typically, this does not occur for core classes such as English Language Arts and Math. Rather, it may occur for our intervention blocks (“Power Hour”) where scholars received additional academic support from teachers and instructional assistants. In Power Hour, the systems used – Acheive3000 for ELA and Khan Academy for Math – primarily require scholars to work independently with teacher support as needed.

Historically, our 5th grade cohort has been our hardest grade to recruit and smallest in size. Recognizing three scholars in a cohort is not financially sustainable, it is our desire to reconstruct our grade configuration to **grades 6-8**.

Impact of IPS Building Stronger Plan. With the current IPS Building Stronger Plan and the reconfiguration of other school grade spans from various schools, an adjustment from the current (5-8) will help us engage more families. Vanguard Collegiate will remain the only standalone middle school on Indy’s Near Westside open to all scholars regardless of academic track. More families that likely would have remained in their k-8 school are forced into the open market to find a middle school option for their grade 6-8 scholars in particular. **Table 2** displays the 2024-2025 proposed changes to IPS middle school programming serving children in “Zone 1,” which covers the neighborhoods that 65% of Vanguard Collegiate’s scholars come from (Haughville, Hawthorne, and Riverside):

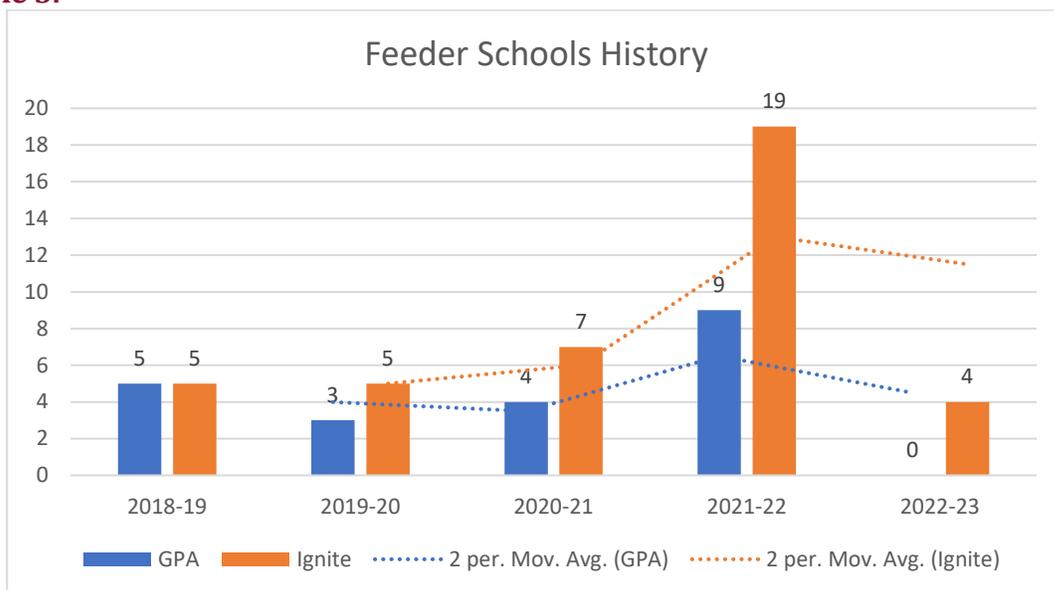
Table 2.

Middle School Proposed Facilities	Proposed Programming	Zone	Distance from Vanguard Collegiate
Northwest Middle School	International Baccalaureate (IB)	1	5.9 miles Northwest
Penn Middle School	STEM (by Cold Spring)	1	1.7 miles Northwest
Harshman	Dual Language and High Ability Middle School	All	8.6 miles East
Edison School of the Arts	Visual, Digital, and Performing Arts	All	2.2 miles Southwest

Based on a facility feasibility study conducted by our realtors in **Appendix B**, we know that Haughville and Hawthorne remain two of the highest populated areas for ages 10-14.

Feeder Schools. From 2018-2021, Vanguard Collegiate enjoyed strong feeder relationships with Ignite Achievement Academies and Global Prep Academy. As our relationships deepened, so too did the growth of the number of their scholars that enrolled as displayed in **Table 3**:

Table 3.





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In our first four years, we saw an 80% increase in the number of scholars from GPA and a 280% increase in scholars from Ignite. Despite years of growth, in 2022, our partnerships with Ignite Achievement Academy and Global Prep Academy came to an unexpected conclusion. When IPS ended its operator contract with Ignite Achievement Academy, families left in droves. The unexpected school closure fractured families' trust in the administration and created an unwillingness to explore school recommendations from them. In early 2022, GPA's board decided to amend their grade configuration to include middle school; thus, effectively ending our partnership. The impact is most evident in our 2022-2023 enrollment from each school respectively.

In the wake of Ignite Achievement Academy closing, Liberty Grove Schools has taken over management of the Elder Watson Diggs Campus. We have established a relationship for next school year with Liberty Grove. Additionally, our long-time collaborators at Allegiant Prep have grown to full capacity and will be serving 5th graders in the coming years. We intend to maximize our established informal feeder relationship with the following k-6 schools: (a) Allegiant Prep and (b) Liberty Grove Schools – Elder Watson Diggs Campus. These relationships provides us access to families from academically and culturally aligned schools. We will conduct lunch visits, info sessions for parents, open houses and tours specific to parents from these sites, and participation in their other school functions.

Staff Impact on Enrollment. Recognizing the impact of the pandemic on our ability to use the recruitment strategies that were successful for us in past years (i.e.- canvassing, tabling, school visits, etc.), our enrollment team was unable to meet their target in multiple years. With the highest decline in enrollment in school history happening this year, Vanguard Collegiate pivoted, relieved the enrollment team of their duties, and engaged in a joint enrollment initiative with Charter School Capital's (CSC) Enrollment Management Team and The Curate Development Firm (CDF) for the next charter term.

CDF has worked closely with schools such as Allegiant Prep, GEO Schools, Martin University, and Indiana University on student recruitment. CSC has worked with a number of schools around the country to boost enrollment. Locally and most recently, they worked with Indy STEAM Academy to improve enrollment. With a track record of success, Vanguard Collegiate is highly confident that these contractors will help us exceed our enrollment targets. **Table 4** displays some of the services included but not limited to:



Table 4.

Enrollment Process Audit	Market Analysis	Street Team Marketing
Pipeline Audit	Sales for Educators	Branded Photoshoot
Communication Sequence	Brand Story	Virtual 3/D Walkthrough
Inbound Applicant Funnel	Social Media Strategy	Social Media Management
Re-Enrollment Strategy	Outbound Marketing Strategy	DEI Recruitment Strategy
Admitted Student Engagement	Focus Group Testing	Professional Development

The Curate Development Firm has already begun a rebranding process for Vanguard Collegiate. **Appendix C** is an example of new marketing collateral created— billboards currently displayed at 21st and Dr. Martin Luther King Jr. St., 1700 Washington St., 16th St. and Lafayette Rd., West Washington St. and Harding St., and 1900 W. Michigan St.

More details of our enrollment plan in its entirety are available in **Appendix A**.

The Vanguard Way. Deeply connected to the Westside of Indianapolis, Vanguard Collegiate is a progressive learning environment where classroom learning, and community experiences synergize to prepare scholars for high school and beyond.

Vanguard Collegiate’s micro-school model intertwines scholar success with the surrounding community. We define “micro-school” as an intentionally small (25 scholars or less per classroom), equitable school where scholars are supported through limited class sizes, high quality ELA and math curriculum, and social-emotional learning embedded in the student experience. We hold an unwavering faith in our community and belief that scholar success is only possible when scholars, staff, families, and community work together.

Born out of necessity during the pandemic, the micro-school concept does not allow scholars to hide or be ignored as they might in larger school system that perpetuates anonymity and does not allow for teachers to engage with their students on a human level. Although smaller is not inherently better, a smaller school size allows teachers to manage their classroom more effectively, to focus on scholar, and work together with parents. Additionally, smaller classes work well for scholars who have struggled academically and socially/emotionally.



Our current lease with the Hawthorne Community Center provides space for 100 scholars comfortably. Since moving into Hawthorne Community Center, we have access to six (6) classrooms and one multi-use lab for direct instruction. Upon renewal, we will sign a new long-term lease that will grow capacity to 150 scholars adding approximately 5,000sq. ft. and three (3) new classrooms. Moreover, our partnership with Hawthorne Community Center and the Center for Working Families puts us in the rare status of a school offering true wrap-around services to families with a focus on empowering families to break the cycle of generational poverty. Upon enrollment at Vanguard Collegiate, families gain immediate access to:

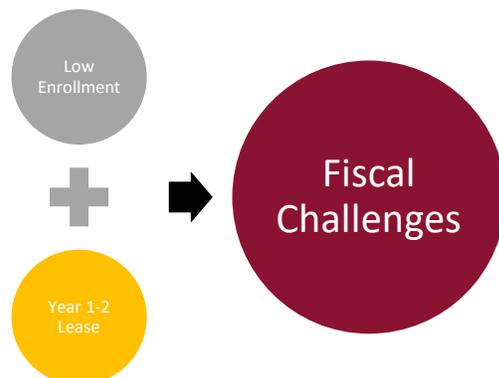
- Employment Services
- Re-Entry Services
- Youth Employment Services
- Financial Education & Coaching
- Emergency Income Support
- Food Pantry

Financial Sustainability. Vanguard Collegiate defines financial sustainability as the ability to grow and maintain short and long-term fiscal stability. The keys to sustainability are:

- Access to Capital – funding beyond per pupil funding and federal Covid-19 related funds such as grants, donations, planned giving, etc.
- Reporting – assess the fiscal health of the organization, conduct consistent financial analysis, aggressive cashflow monitoring, and appropriate budget adjustments
- Planning – Yogi Berra once said, “If you don’t know where you are going, you’ll end up someplace else.” Vanguard Collegiate’s 5-year budget for the second charter term has been carefully, meticulously, and intentionally designed to work us towards financial solvency.

Root Cause Analysis. In order to better understand our financial challenges, we conducted a root cause analysis. **Table 5** reflects the results:

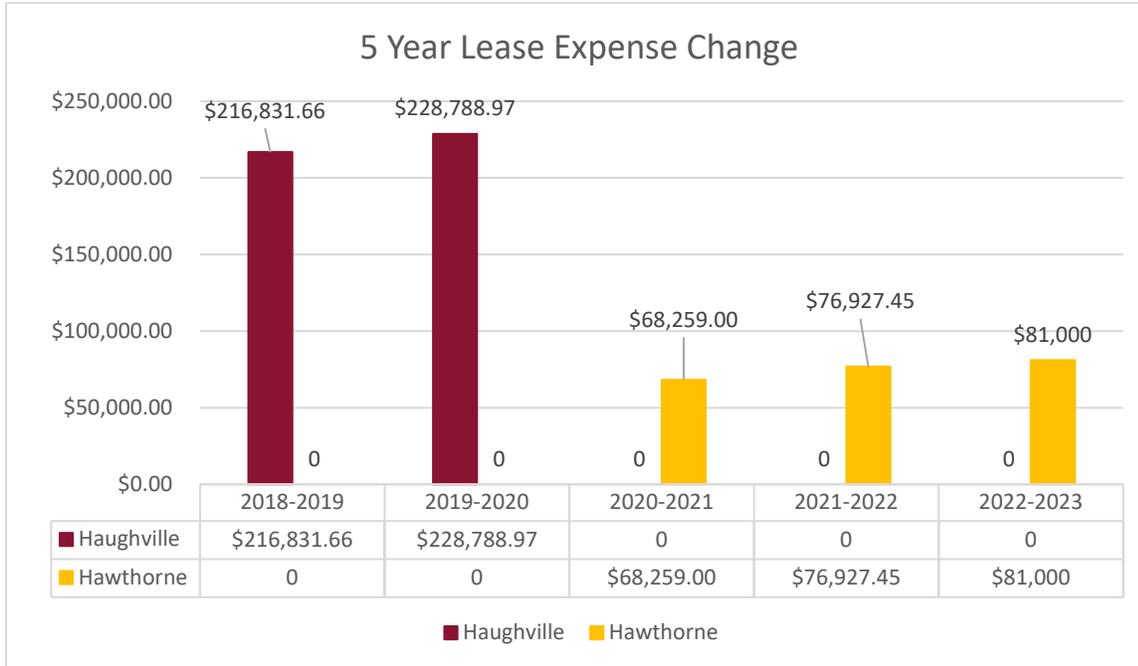
Table 5.





Lease. In Year 1, the financial pitfalls of being drastically under enrolled were compounded with a predatory lease that was more than double what we originally negotiated. This has been incredibly difficult to overcome, but we stayed the course and with the help of our Treasurer, Accountant, and Charter School Capital, we have seen continual improvement. **Table 6** shows the amount spent on facilities from the school’s opening until the end of the current school year.

Table 6.



In total, Vanguard Collegiate spent \$207,607.03 more on facilities in our first two (2) years of operation than we have in the three (3) subsequent years. At our current pace, it will take approximately five (5) years to spend as much on facilities as we did in the first two years. Based on the average annual facility expenses, if Vanguard Collegiate was located at Hawthorne Community Center since its inception, we could have saved \$147,414.84, which is slightly higher than the increase in net surplus we have accomplished in the last three years.

In addition to the direct facility expenses encumbered, the lease triggered our need to engage with Charter School Capital Services (CSC). CSC has provided financial support, sage advice, facilities assistance, and cashflow management support. The fiscal impact is an additional \$120,000 in interest that we otherwise would not have incurred.

It is our believe that without our initial lease experience, Vanguard Collegiate would be substantially fiscally healthier and solvent.

Debt Reduction. Years 1 and 2, our low enrollment impacted our ability to grow

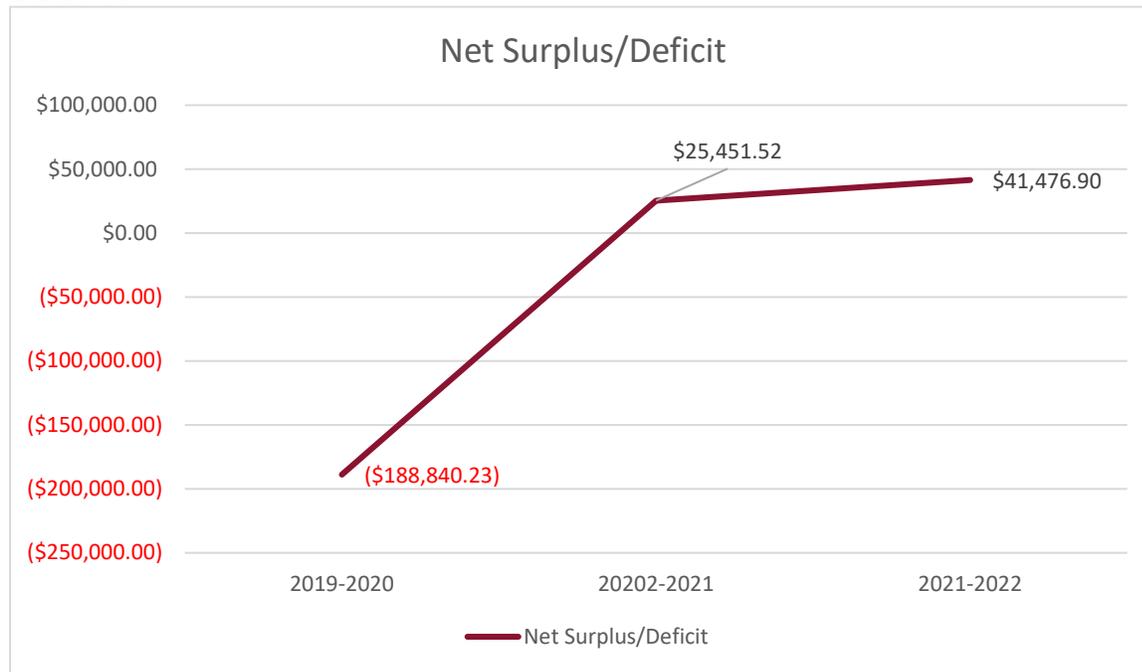


financially. Our board remained very active in the process of adjusting our annual budget with a keen focus on limiting expenditures and operating lean. In Year 2, our team began meeting bi-weekly to build financial strategy and continue to do so presently. With the assistance of COVID-19 relief dollars (CARES Act, ESSER II, and ESSER II, the school was able to further improve its financial health. For the long-term financial health our organization, we reviewed current and future capital needs and determined how to address your anticipated growth; analyzed and worked to balance our profitability; assessed and improved our reporting and planning capabilities; evaluated and understand the value proposition for families selecting Vanguard Collegiate as their school community. The strategies used included but was not limited to:

- Cutting classrooms expenses by building in-kind donation relationships with several sororities, local businesses, and area churches (**note:** all Vanguard Scholars are provided with all necessary school supplies from backpacks to pens, paper, folders, binders, highlighters, etc.)
- Identifying free/open-source curricular materials
- Renegotiating all vendor contracts
- Securing new grant writing services
- Unique scheduling that allowed for lean staffing without compromising instruction

Table 7 presents the deficit created by our Year 1-2 lease and enrollment gaps with our fiscal growth resulting from implementation of our debt reduction strategies. Details are in **Appendix D**.

Table 7.





In three years, Vanguard Collegiate achieved a **122% (\$147,363.33) increase** in net surplus.

Future Financial Growth Strategy. We believe our financials demonstrate a school that has been fiscally responsible with spending, acted as faithful and good stewards of the public and private funds, and is poised for growth. Vanguard Collegiate’s financial health is predicated on its ability to grow (1) enrollment, (2) private contributions, and (3) implementation of the following lean Six Sigma principles – focus on the customer (kids/families), understand how work really happens, make processes flow smoothly, reduce waste and concentrate on value, removing variation, get buy-in from the team through collaboration, and making efforts systematic and scientific.

Grants. In Indianapolis, many local funders such as United Way of Central Indiana, The Arthur Dean Foundation, and the Lilly Endowment have policies restricting them from giving to individual schools. Many earmarked education funds to The Mind Trust. Vanguard Collegiate did not have a relationship with The Mind Trust until Year 4 when they financially supported a project to improve instruction. We have successfully continued to build that relationship resulting in a \$30,000 grant for Year 5. In August of 2022, we hired a grant writer contractor, Black Onyx Management Firm—a public benefit corporation that specializes in enhancing opportunity by building connections for sustainable growth. **Table 8** shows the grants submitted by Black Onyx on behalf of Vanguard Collegiate since September 2022.

Table 8.

Name	Amount Requested	Received (Y/N/)
MindTrust	\$30,000	Y
Urban League	\$250,000	1 st Quarter 2023 Notification
16 Tech	\$100,000	December 2022 Notification
*CICF – invitation only application	\$25,000	1 st Quarter 2023 Notification
1954 Project	\$1,000,000	N

Black Onyx has worked with Vanguard Collegiate to research and identify 10 more grant opportunities to be submitted before the end of the 2022-2023 fiscal year. These efforts are concentrated funds that support scholar learning (particularly in STEAM), organizational capacity building, social-emotional learning, and the recruitment/hiring/training/retention of Black and Latino educators.



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Individual Giving. Vanguard Collegiate has built its individual giving programming and annually increased giving. In Years 1-4, 100% of our board members have donated to the school. In Year 4, the largest individual donation was \$5,000 to a campaign that netted over \$10,000. We are poised to eclipse that mark, having already raised \$5,000 in the first quarter of Year 5. Vanguard Collegiate has established in-kind donation relationships with Amazon, Kendal Logan Logistics, Inc., Meijer, VOICES Corp., Sixty8 Capital, and 16 Tech. These generous donors provide school and office supplies, personal protective equipment, transportation services (including purchasing new buses), programming for scholars and families, incentives for scholars/families/staff, and space among other things. Most recently, Meijer donated Thanksgiving turkeys to every Vanguard Family and staff member. As our board leadership rolls out their 2023 special events calendar, we have soft commitments for sponsorship from each of these entities. The fundraising events calendar includes but is not limited to an inaugural golf outing (May), annual Friends of Vanguard Social (April), and our Black History Makers breakfast (February).

Our Board of Directors is relatively small and would like to remain as such based on our bylaws. However, the Executive Committee is actively recruiting new members based on the results of our annual board matrix analysis. Currently, we are seeking members with expertise in the areas of law, finance, and fund development to strengthen our team.

Academic Rigor. Through meaningful and quality instruction of rigorous curriculum and character development, Vanguard Collegiate of Indianapolis provides an academically challenging, data-driven curriculum and a structured, goal-oriented school community for 5th through 8th grade students. Vanguard Collegiate will equip scholars with critical thinking skills, integrity, and sense of social and personal responsibility, seizing the educational opportunities afforded them, thus, bringing their dreams and those of their families, to fruition.

We believe all scholars have outstanding abilities regardless of their cultural association, gender, sexual orientation, or social-economic status. We are committed to meeting the needs of all of our scholars. The aim of our academic program is to maximize our scholars' opportunities to develop and show high ability behaviors.

Working alongside the Executive Director and the Director of Curriculum & Instruction, the Academic Achievement Committee is focused on academic outcomes. Monthly, the committee analyzes academic performance data in comparison to local and national outcomes of similar schools and communities, as well as against our organization's academic accountability goals. The committee also analyzes data comprehensively, as well as specific to disaggregated groups such as, but not limited to, Race, Gender, Socio-economic status, English Learners, and Special Education. Our key focus areas are: (a) improvement in instruction, (b) teacher recruitment/training, (c) meeting annual academic goals, and (d) successful implementation/evaluation of newly adopted curriculum.



Academic Outcomes. Our school provides high quality curricula that holds scholars to high academic expectations. In the 2021-2022 school year, our scholars accomplished the following:

NWEA Data: Fall 2021 to Spring 2022 (prior academic year).

Math:

- Grade 6: Collectively, students grew 14 points, exceeding both projected growth for the school (6.7) and the national growth norm (8.1), **putting Vanguard in the 99th percentile** for growth vs. comparison schools nationally
- Grade 7: Collectively, students grew 7 points, exceeding both projected school growth (5.9) and national growth norm (6.5), **putting Vanguard in the 64th percentile for growth**
- Grade 8: Collectively, students grew 7 points, exceeding projected school growth (5.0) and national norm (5.4), **putting Vanguard in the 84th percentile** for growth

Reading

- Grade 6: Collectively, students grew 6 points, exceeding the national growth norm (5.2), putting Vanguard in the 55th percentile for growth vs. comparison schools nationally
- Grade 7: Collectively, students grew 13 points, exceeding both projected growth for the school (4.7) and national growth norm (4.2), **putting Vanguard in the 99th percentile** for growth
- Grade 8: Collectively, students grew 9 points, exceeding projected school growth (4.7) and national norm (3.7), **putting Vanguard in the 99th percentile** for growth

Language

- Grade 6: Collectively, students grew 6 points, exceeding both projected growth for the school (5.1) and the national growth norm (4.8), **putting Vanguard in the 82nd percentile** for growth vs. comparison schools nationally
- Grade 7: Collectively, students grew 6 points, exceeding both projected school growth (4.2) and national growth norm (3.8), **putting Vanguard in the 94th percentile** for growth
- Grade 8: Collectively, students grew 7 points, exceeding projected growth (3.9) and national norm (3.2), **putting Vanguard in the 97th percentile** for growth

ILEARN Spring 2022 (prior academic year). While Vanguard Collegiate recognizes that we have much work to do to improve ILEARN proficiency scores (a summative assessment that measures grade-level standards mastery), we also would like to provide context around our 2022 proficiency scores, as in some cases and some grades, Vanguard's proficiency levels met or exceeded the proficiency levels of schools with similar demographics.



To identify schools with similar demographics as Vanguard (racial/ethnic, socioeconomic (defined as eligibility for free or reduced-price lunch), and/or geographic), IDOE 2021-2022 enrollment data was reviewed, and schools selected. Once schools were selected, ILEARN proficiency rates (by grade and overall) were compared with Vanguard Collegiate's.

Table 9 shows schools with similar demographics as Vanguard. All are located in the IPS service area (some are traditional public, some are charters).

Table 9.

Type	School	% Black	% Hispanic	% Another Race	% White	% FRPL
IPS	Arlington Com. MS	71%	21%	4%	5%	71%
IPS	James Whitcomb Riley Sch 43	72%	11%	11%	6%	80%
IPS	Francis W Parker Sch 56	70%	11%	7%	13%	73%
IPS	Anna Brochhausen Sch 88	61%	18%	10%	11%	81%
IPS	Robert Lee Frost Sch 106	73%	15%	9%	3%	82%
IPS	Clarence Farrington Sch 61	31%	57%	5%	6%	67%
Charter	The PATH School	19%	66%	5%	10%	86%
Charter	HIM by HER Coll. Sch for the Arts	91%	3%	4%	1%	81%
Charter	Avondale Meadows MS	93%	4%	2%	1%	92%
Charter	Kindezi Academy	74%	18%	6%	2%	80%
Charter	Tindley Genesis Academy	83%	12%	5%	0%	80%
Charter	Tindley Summit Academy	83%	10%	4%	2%	81%
Charter	Vision Academy	78%	12%	6%	3%	91%
Charter	Vanguard Collegiate of Indy	72%	22%	1%	6%	97%

As noted, Vanguard's proficiency rates on ILEARN were low in all areas (E/LA, Math, Science, and Social Studies) – however, in some cases (both at grade level and overall), proficiency rates for Vanguard were similar to or higher than proficiency rates for some or most comparison schools.

Table 10 shows ILEARN proficiency rates for English/Language Arts in spring 2022. For 5th grade, Vanguard's proficiency rate was higher than or about the same (within 1 percentage point) as 7 of the 12 comparison schools. For Grade 6, Vanguard's rate was higher than or similar to 4 of 11 schools. In Grade 7, the Vanguard proficiency rate was higher than 4 of 6 comparison schools, and for 8th Grade, the proficiency rate was higher than or about the same as 3 of 6 schools. Overall (Grades 5-8 combined), Vanguard's proficiency rate was higher than or similar to 8 of 13 comparison schools.



Table 10: E/LA Proficiency Rates: Vanguard Collegiate & Comparison Schools

Type	School	Gr. 5	Gr. 6	Gr. 7	Gr. 8	Gr5-Gr8
IPS	Arlington Com. MS	n/a	n/a	6.4%	2.9%	4.5%
IPS	James Whitcomb Riley Sch 43	5.6%	2.3%	5.1%	10.8%	5.8%
IPS	Francis W Parker Sch 56	10.5%	0.0%	12.0%	10.3%	8.7%
IPS	Anna Brochhausen Sch 88	14.7%	11.4%	n/a	n/a	13.0%
IPS	Robert Lee Frost Sch 106	0.0%	9.3%	n/a	n/a	6.0%
IPS	Clarence Farrington Sch 61	8.2%	8.7%	n/a	n/a	8.5%
Charter	The PATH School	6.3%	2.0%	16.9%	16.7%	11.4%
Charter	HIM by HER Coll. Sch for the Arts	0.0%	5.3%	n/a	n/a	3.2%
Charter	Avondale Meadows MS	n/a	27.5%	40.5%	49.0%	38.9%
Charter	Kindezi Academy	6.2%	10.5%	n/a	n/a	7.8%
Charter	Tindley Genesis Academy	30.2%	28.3%	n/a	n/a	29.2%
Charter	Tindley Summit Academy	14.3%	20.0%	n/a	n/a	17.2%
Charter	Vision Academy	17.1%	24.3%	11.6%	12.5%	16.1%
Charter	Vanguard Collegiate of Indy	10.0%	5.9%	14.3%	10.5%	10.8%

In Math, Vanguard's proficiency rate in Grade 5 was 0%, lower than all but one of the 11 comparison schools; it was also 0% in Grade 6, the same as 3 of 12 comparison schools. However, the 7th Grade proficiency rate was higher than 5 of 6 comparison schools, and the 8th grade proficiency rate also was higher than or similar to 5 of 6. Overall (Grades 5-8 combined), Vanguard's proficiency rate in Math as higher than or similar to 6 of 13 comparison schools.

Table 11: Math Proficiency Rates: Vanguard Collegiate & Comparison Schools

Type	School	Gr. 5	Gr. 6	Gr. 7	Gr. 8	Overall
IPS	Arlington Com. MS	n/a	n/a	1.3%	0.6%	0.9%
IPS	James Whitcomb Riley Sch 43	11.1%	2.2%	0.0%	0.0%	2.2%
IPS	Francis W Parker Sch 56	10.5%	0.0%	12.0%	0/0%	5.4%
IPS	Anna Brochhausen Sch 88	5.9%	5.7%	n/a	n/a	5.8%
IPS	Robert Lee Frost Sch 106	10.0%	0.0%	n/a	n/a	3.6%
IPS	Clarence Farrington Sch 61	8.2%	4.3%	n/a	n/a	5.9%
Charter	The PATH School	10.4%	0.0%	5.1%	2.9%	4.5%
Charter	HIM by HER Coll. Sch for the Arts	0.0%	5.3%	n/a	n/a	3.2%
Charter	Avondale Meadows MS	n/a	14.0%	5.0%	5.9%	8.5%
Charter	Kindezi Academy	3.0%	5.3%	n/a	n/a	3.8%
Charter	Tindley Genesis Academy	19.0%	8.5%	n/a	n/a	13.5%



Charter	Tindley Summit Academy	3.6%	10.0%	n/a	n/a	6.9%
Charter	Vision Academy	7.3%	5.4%	7.0%	2.5%	5.6%
Charter	Vanguard Collegiate of Indy	0.0%	0.0%	10.7%	2.6%	4.3%

In Science (Grade 6), Vanguard's proficiency rate was higher than or similar to 9 of 12 comparison schools. For Social Studies, no students were proficient, which was the same as 3 of 11 comparison schools but lower than 8 others.

Table 12.

Type	School	Science (Gr. 6)	Soc. Studies (Gr. 5)
IPS	James Whitcomb Riley Sch 43	0.0%	0.0%
IPS	Francis W Parker Sch 56	0.0%	21.1%
IPS	Anna Brochhausen Sch 88	5.7%	2.9%
IPS	Robert Lee Frost Sch 106	3.7%	0.0%
IPS	Clarence Farrington Sch 61	2.9%	2.0%
Charter	The PATH School	0.0%	4.2%
Charter	HIM by HER Coll. Sch for the Arts	15.8%	0.0%
Charter	Avondale Meadows MS	15.7%	n/a
Charter	Kindezi Academy	5.3%	10.6%
Charter	Tindley Genesis Academy	4.3%	12.2%
Charter	Tindley Summit Academy	6.7%	3.6%
Charter	Vision Academy	16.2%	9.8%
Charter	Vanguard Collegiate of Indy	5.9%	0.0%

New Curriculum. The pandemic exposed some challenges with the curriculum we used in Year 1-3. Most notably, the curriculum did not translate well to e-learning, did not work well with our technology heavy classrooms, and it was increasingly difficult for new teachers to internalize and use. During Year 4, we underwent a year long process to identify new curriculum to meet our needs. In Year 5, we implemented HMH (Math) and Amplify (ELA) curriculums. Amplify supports our mission because they do the following:

- Gives scholars access to complex text with an emphasis on the importance of establishing a writing routine. This is achieved by having students write regularly while learning to share and respond to criticism, and by receiving targeted feedback on how to revise and improve upon specific skills.
- Received a high rating on Ed Report's CKLA (a team of educators who review curricula through a research-based review process that helps schools evaluate instructional materials.).
- Offers individualized learning and differentiation supports that are embedded into the program to help ALL scholars reach their potential.
- Provides plenty of formative assessments and mastery data embedded within the program to help teachers track and analyze student data to inform their instruction



daily.

- Access to the Amplify Library of over 700 books, many linked to their daily lessons (to help us foster a more reading/literacy focused environment for our scholars).
- Diversity in texts/authors (Incidents of a Slave Girl, Narrative of the Life of Frederick Douglas, To Be Young, Gifted, and Black (Lorraine Hansberry), Diego Rivera's Autobiography, Red Scarf Girl: A Memoir of the Cultural Revolution)

We chose HMH because:

- It provides a digital curriculum alignment
- Creates an opportunity for stretch beyond grade level
- It seamlessly meets scholars who are all below grade level and get them caught up
- Provides real time data tracking
- Supplemental practice and instruction that immerses students in personalized learning and maximizes teachers' time
- Intensive and intentional built-in interventions
- Provides whole class, small group & independent practice

In 2022-2023, Vanguard Collegiate's leaders and teachers are laser focused on accomplishing the following:

- Adopted curriculum materials are the primary instructional materials in use in 80% of observations, as measured by 2x formal annual observations and weekly informal observations
- Adopted curriculum materials are being used in ways that reflect the curriculum's research-based design in 70% of observations by Q4, from a baseline of 50% in Q1, as measured by 3x annual walkthroughs
- Teachers receive consistent, high-quality feedback with action steps at least three (3) times a week by Q4, from a baseline of two (2) times a week in Q1, as measured by action step audits and follow-up
- Codify observation & feedback and teacher evaluation systems in a leadership team playbook
- Quality of tracking Staff progress/goals
- Quality of feedback meetings
- Coach Development

Scholar Interventions. One of the features of our new curriculum that improves instructional effectiveness is the embedded mastery trackers that help teachers quickly and consistently identify and develop a plan for scholars who are below or exceeding grade level. Additionally, to identify scholars for acceleration or remediation, we use assessment measures such as, but not limited to (a) PSAT/AP Potential Tool, (b) NWEA, and (c) a newly created teacher rating scale. Formative assessments occur weekly and normative three times per school year.

Scholars identified as high ability are entered into a high ability cohort that allows them to



move at an accelerated pace with differentiated enrichment opportunities within the curriculum. Our high ability cohort has access to a variety of different opportunities to ensure continuous progress and challenge.

Scholars identified as needing remediation are provided with the following supports:

- Power Hour – Achieve3000 is a self-paced program that is used to help fill some of the gaps in their reading/literacy skills based on their Lexile Levels.
- NWEA Map data used to target specific skills that students are struggling with in ELA and Math. Teachers have used the detailed student reports in NWEA to target areas of concern for scholars, then are using this to differentiate in the classroom.
- IXL allows teachers to assign specific skills (that are state standards aligned) and work with students on their gaps. Specifically, those gaps that were identified using their NWEA data. Scholars use this program daily completing weekly assessments.
- Through our ELA Amplify curriculum, teachers use the formative assessment report/data through the platform to then choose the differentiation level that best matches scholar's needs. When scholars do activities in the digital platform, it configures to the assigned differentiation level for that scholar. This allows them to experience the same lesson with the same learning objective and core tasks but with supports tailored specifically to them.
- Students of Academic Concern/Saturday School: Teachers update list weekly with scholars who are not passing classes. This list is used for Saturday School where these students receive one on one and small group instruction from ELA and Math teachers. Progress reports are sent home weekly for any scholar earning less than 70% in any class.
- Immediately after school, teachers conduct study hall for scholars of concern. This year's baseline NWEA-Map Data identified a deep need for extra support in Math (84% below proficiency) and Science (82% below proficiency).

Professional Development. Vanguard Collegiate recognizes the importance of 1) deepening its early curriculum implementation efforts, and 2) developing and retaining high quality African American teachers and school leaders. Vanguard Collegiate's continuous improvement plan includes but is not limited to:

- Bi-weekly prep, coaching, and follow-up support for the Director of Curriculum and Instruction to execute a curriculum implementation plan and instructional coaching system
- Creating and implementing needed deliverables, including visions of excellence, meeting protocols, observation templates, walkthrough systems, etc.
- Work with Attuned Instructional Partners to provide three rounds of full-day instructional walkthroughs (baseline, midyear, end-of-year) and monthly (75-minute) professional learning sessions (virtual) for school leaders customized based on identified needs

The combination of coaching, walkthroughs, and professional learning sessions will not



only support deliverable creation, but also develop enduring leadership capacity aligned to the implementation of several priorities.

Priority 1: Clarify vision of excellence for instruction and instructional coaching. Our Director of Curriculum and Instruction leads our efforts to refine and communicate a vision of excellence for math and ELA instruction, intellectual preparation, and instructional coaching. The action items are:

- Provide exemplars and thought partnership to collaboratively develop or refine the vision of excellence.
- Collaboratively identify a limited number of instructional focus areas and criteria for success in 22-23.
- Refine expectations and observation/feedback tools and processes for instructional leaders to successfully coach teachers in alignment with the VOE and instructional focus areas.
- Collaborate to publish an Instructional Leadership Team scope and sequence.

Timeline: May 2, 2022 - June 30, 2022

Priority 2: Build capacity of instructional leaders to effectively coach teachers and monitor curriculum implementation. The action items are:

- Collaboratively identify goals and monitor progress of high-quality curriculum implementation and effective coaching systems.
- Bi-weekly prep, coaching, and follow-up support for the Dean of Instruction to strengthen, implement, and monitor implementation of the vision of excellence of instruction and instructional enabling systems.
- Plan and facilitate monthly (75-minute) professional learning sessions (virtual) for instructional leaders customized based on identified needs to successfully implement effective coaching systems and curriculum.
- Attuned Instructional Partners to conduct three rounds of full-day instructional walkthroughs. Each round includes:
 - Observing a representative sample of classrooms across the school;
 - Identifying strengths, gaps, and high-leverage next steps for classrooms and the school;
 - Assess progress toward curriculum implementation goals;
 - Building the capacity of instructional leaders through real-time coaching, feedback, and modeling.

Timeline: July 18, 2022 - June 30, 2023

We are committed to increasing rigor and access for all scholars. The key results and targets for our work include the following indicators aligned to investment, instruction, and instructional coaching:

- Adopted curriculum materials are the primary instructional materials in use in



VANGUARD COLLEGIATE
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- 90% of observations, as measured by 3x annual walkthroughs
- Adopted curriculum materials are being used in ways that reflect the curriculum's research-based design in 95% of observations by Q4, from a baseline of 76% in Q1, as measured by 3x annual walkthroughs
- Teacher satisfaction with curriculum and related supports (e.g., training, coaching) averages >80% as measured by school surveys
- >80% of students agree that HMH and Amplify curriculum content is relevant/interesting/helps them learn, as measured by 3x survey (or focus groups)

Using data from scholars (academic and behavioral), observation findings, and input from leaders and staff to determine the topics, professional development sessions are conducted on Fridays during our vendor-led STEAM programming. Additionally, teachers perform morning in-service training complete with Teach Like a Champion skills practice minimally twice weekly. Teachers receive both 1:1 coaching sessions, as well as, academic team training that focuses on collaboration, multi-level instruction, differentiation of instruction, and grade level standards. **Appendix E** contains a presentation from a recent professional development session conducted by our Director of Curriculum & Instruction.



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APPENDIX A

Unapologetically focused on the academic success of our scholars, Vanguard Collegiate of Indianapolis educates 5-8th grade students through high-quality instruction, rigorous curriculum, and character development to succeed in college and become leaders in thought, word and action.



VANGUARD COLLEGIATE
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Strategic Enrollment Plan
Vanguard Collegiate of Indianapolis
Grades 5-8th

Introduction

Mission: Vanguard is unapologetically focused on the academic success of our scholars. We educate students grades 5-8th through high-quality instruction, rigorous curriculum, and character development to succeed in college and become leaders in thought, word and action.

Vision: Vanguard will continue to provide excellent education on Indianapolis' West side. Vanguard will become a hub for resources, community engagement, and a beacon for premier education. We will increase our visibility and enrollment by focusing on three main goals, stewardship, strategy, and intentional engagement.

Goals

Stewardship: To closely examine our low hanging fruit and opportunities for increased enrollment.

1. We will engage our current families earlier this year with an “Intent to Return” campaign complete with a coordinated calling initiative, social media push, and internal messaging. These efforts will allow us to yield our current families at a higher rate by creating early opportunities for connection.
2. We will develop/overhaul our parent and student ambassador programs. Ambassadors will serve as “living billboards” for Vanguard and increase capacity for our administration in the area of recruitment and in-person marketing events.
3. We will recreate and drive an in-house referral program to help us tap into our ideal student market.

Strategy: To implement a detailed, coordinated, and focused enrollment plan for the 2022-2023 academic year.

1. We will be reaffirming the understanding that enrollment is an integrated, intentional, and inclusive endeavor. We will be driving to push enrollment initiatives from the top down by engrafting support from our board of directors down to our building volunteers.
2. We will be consistently present on the social platforms that our ideal students and families are likely to engage with us.



3. We will be bringing on a part-time admissions coordinator to help us carry out the tenants of this strategic enrollment plan.

Intentional Engagement: We will not only increase our market visibility through traditional recruitment efforts, but we will also seek to develop meaningful partnerships that will generate a pipeline of prospective leads.

1. We will re-evaluate our working relationship with Hawthorne. Our goal will be to establish a bridge that will make recruitment of potential students inside of our shared space easier to access during the summer months and breaks.
2. We will actively pursue being an independent or co-host of the Summer Learning Lab Experience with the hope of fostering positive relationships with prospective families and yielding quality leads for enrollment
3. We will open our doors to better position ourselves as a reservoir for community resources through partnerships with organizations like the Indianapolis Colts, Meijer, Healthy Indiana, etc.
4. We will promote the amazing things that our scholars are engaging in by seeking out opportunities to highlight our school through local media and word of mouth marketing.

Enrollment Road Map

Vanguard Collegiate has set a goal of 110 scholars for the 2023-2024 school year. Current enrollment is 70. Of those scholars, 24 are guaranteed to leave via graduation. There are 46 remaining scholars we aim to retain. Historically, retention has been 90%. Should we meet that target, Vanguard Collegiate will need 68 scholars in grade 6-8. Our goal is to fully enroll by the end of June 2023 and use July and August to build a waitlist to backfill seats should families decide to vacate them. The roadmap below identifies strategies we plan to use to

January

- Week one of January send “Welcome Back” from break message/ key instruction with Intent to Return Teaser
 -  **Sample Social Media Post and Caption (Each post should have a related image, caption, and Clear Call to Action). See linked Social Media Graphics***
 - Sample Post** (post to both Instagram and Facebook) “Welcome Back”
 - Sample Caption:** “Welcome back Vanguard! We are excited to kick off the second half of the school year with you! As we dive into the month of January be on the lookout for information from our



enrollment team about Intent to Return Packets and new student referrals! Call us at _____ for more information.”

- Week two add Intent to Return Pops up to the website
 - 🖱️ **Sample Button Text:** Calling all Vikings! We love having you as a part of our family! Help us prepare for the 2023-2024 school year by letting us know if you are coming back!
 - Make as much of the intent to return packets digital
 - Post to Instagram and Facebook:** “Legacy Begins at Vanguard” (Photo of siblings)
 - Caption This:** We are Vanguard. We are family. **Add Blurb about family**. Intent to Return packets will be available starting the week of January 23, 2023..
 - Friday Notification to go out to families via internal messenger platform re Intent to Return launching *January 23, 2023*

- Week three Intent to Return Campaign Launches
 - 🖱️ **Post to Instagram and Facebook: “Intent to Return” (In Yellow)** **See Link to Social Graphics
 - 🖱️ **Caption This:** We are making plans for your family! Will you be returning as a Vanguard Scholar? Get started on your Intent to Return Packet by clicking here _____, or call _____ for more information.
 - Initiate a Calling Campaign to Current Families
 - [Intent to Return Strategy/Scripts](#)
 - Pull a roster of all current families and work through your list with staff

- Week four continue Intent to Return Campaign Ongoing
 - Continue Calling Campaign
 - Send an email to parents with active links to complete the Intent to Return packet
 - [Intent to Return Strategy/Scripts](#) (letter is included here)
 - Send text to parents with instructions for completing Intent to Return
 - Send a printed copy of the email in letter format to go home with students
 - 🖱️ **Post This (Instagram and Facebook):** “Teach Feature” **See linked Social Graphics



- 📌 **Caption This:** Meet one of our teachers! **Insert short blurb on selected teacher. Be a Vanguard Call us today at _____

February

- Week one record and put out a School Leader Video on social media about campus updates and the upcoming enrollment cycle (People need to see your leadership sharing and posting from the schools page and their own.
 - Video Talking Points
 - Communicate how much you value your families
 - Communicate that you are hoping to see them in the fall
 - Communicate RE the ongoing Intent to Return campaign instructions
 - Communicate that you are wanting them to make referrals
 - Note: It might be a good idea to have a different person record these videos monthly.
- Week two send an email reminder to parents with active links
- Send reminder text to parents with instructions
- Week three -four begin planning for Virtual Open Houses for March and April***
 - You should set dates for future in person and virtual open houses
 - Here is a [Virtual Enrollment Blueprint Template](#) *2023-2024 Updates*
- 📌 **Post This (Instagram and Facebook): “Intent to Return”** (Black) See linked Social Graphics
- 📌 **Caption This:** Do you know where you will be next year? We hope that it will be with us! Avoid the rush or summer enrollment by securing your students' spot with us today! Call _____ to get started on your Intent to Return Packet!

March

- Week one push out your monthly recorded message from school leader or teacher with school updates
- Remind families about your upcoming open house via email. Send to any “leads” or inquires already in your pipeline
- Coordinate with Enroll Indy to communicate with any new applicants to lock in enrollment
- Send out a Welcome letter to new families
 - Letter should detail next steps in your process
 - Information regarding upcoming open houses an opportunities for tours and completing registration



- Week two host a Virtual/In person Open Houses by mid March (Consider partnering with childcare providers to partner with their families on open house attendance)
- 🖱️ **Post/BOOST This:** (Instagram and Facebook): “Virtual Open House” See linked Social Graphics
- 🖱️ **Caption This:** Are you looking for a safe education option for your student? Consider Vanguard! With smaller class sizes our students are in a caring environment that puts them first. Learn more about our programs at our Virtual Open House. Register at the link below!”
- Communicate Open Houses via email to any “leads” or inquires already in your pipeline
- Weeks three and four increase Spring Break Community Engagement
 - Create goodwill gestures for daycares and other organizations who will host spring break camp hosts. These should go out early March so that you have created a relationship BEFORE asking them if you can send information home with the campers
 - Goodwill gift ideas: Coffee, swag bags with business cards, etc.
- 🖱️ **Post/BOOST This** “Now Enrolling” Paid Ads on Social **See Link to Social Posts
- 🖱️ **Caption This:** “Beat the summer rush. Register your student for the 2023-2024 school year today! We offer free transportation, all of our students receive catered lunch, sports, clubs, and so much more!”
- Partner with local Libraries to hold Spring break story time OR post a virtual story time event and publish to Facebook
- 🖱️ **Post/BOOST This:** “Enrollment Open House” See linked Social Graphics.
- 🖱️ **Caption This:** Come to our Open House! We will enroll on the spot! You can tour our building, learn about transportation, meet our teachers, and more! Register here:

April

- Week one record your monthly video message from **School Leader** detailing the ongoing Open Enrollment campaign
- Launch Paid ads for social media for Open Enrollment
- 🖱️ **Post/BOOST This:** “Enrollment Open” See linked Social Graphics.
- 🖱️ **Caption This:** Your seat is still open! We can’t wait to have you join us! Our scholars are making moves at some of Indiana's top high schools! We know that you could be next. What are you waiting for? Register today by calling_____”



- Week three host your 2ND Virtual Enrollment event or an In Person Open House
 - Consider inviting Meijer, Healthy Indiana, and representatives from sports or community groups
- Connect with Martin University to see if you could talk about the state of education on their podcast during the month of April

May

- Week one - continue pushing enrollment online and continue connecting with Enroll Indy on new applicants
- Consider creating some opportunities for community engagement by hosting
 - Meet the teachers
 - Story times
 - Partner with the Library
- Weeks two and three plan a step-up program with elementary schools in your neighborhood
 - Consider hosting graduation for some of the small elementary school programs in the area (great marketing tool in that it gets people to your facility and it gives you social content)
- Week four Enrollment events in the community **See 2022-2023 Events list

June

- Week one Summer Learning Lab? * See recommendations
- 🖱️ **Post/BOOST This:** “Ice Cream Open House” See linked Social Graphics.
- 🖱️ **Caption This:** You scream, we scream, we all scream for ice cream! Join Vanguard Collegiate of Indianapolis at our upcoming Ice Cream Open House! This event is free and open to everyone. Please register so that we can prepare for you! Click here _____
- Weeks two-four should be geared to outside marketing efforts (tabling and events)

July

- Week one Table at a Summer Learning Lab? * See recommendations
- 🖱️ **Post/BOOST This:** “Our Enrollment Window is Still Open.”
- 🖱️ **Caption This:** We are still enrolling scholars! What are you waiting for! Register today to make sure your student has a spot!
- Host a story time



- Week two send out Welcome Letters to new families with detailed next steps for the Fall

August

- Enroll Indy Applications
- Count Day
- Welcome Back social post

2022 Previous Event List

While many organizations have not published their list of Spring and Summer events, here is a list of events that Vanguard has attended in the last two years. We will review this list of events at the end of the first quarter to determine coverage and resources.

Important Links

- [Calling Scripts](#)
- [Intent to Return Script](#)
- [2022 Event List](#)
- [Virtual Enrollment Event Blueprint](#)
- [20 Customizable Social Media Posts](#)
 - Posts are in the order of appearance within the strategic plan*

Additional Recommendations

- I strongly recommend that Vanguard host an Indy Summer Learning Lab this year. Hosting this program will give you direct access to quality family leads. We can discuss more if you have questions!
- As indicated in the strategic plan, I recommend completing Intent to Return Early to better gauge the number of students needed to fill in our pipeline
- Increase your West-Side Presence through focused outreach and follow up



Phone Script for Inquiry List

“Good Morning! Can I speak to the parent or guardian of _____? This is _____ with Vanguard Collegiate Academy. I am following up with you because you recently expressed interest in having your student attend our middle school. We are still accepting new students for the Fall. Are you still interested in enrolling?”

- (IF YES) I would be happy to help facilitate the registration process for you. What is a good email for you? I can get you started on our enrollment packet and set up a time for you to meet with our enrollment coordinator to complete your registration paperwork.
- (IF NO) Ok! No problem. May I ask where you all will be attending?

Thank you for taking my call! Please don't hesitate to reach out if our office can help in anyway.

Phone Script for No Shows

“Good Morning! Can I speak to the parent or guardian of _____? This is _____ with Vanguard Collegiate Academy. I am following up with you because we were expecting your scholar during the first week of school. Are you still planning on attending this Fall?”

- (IF YES) Great! Class has officially started, and we are looking forward to seeing you on Monday. Are there any questions that I can answer for you prior to your arrival?
- (IF NO) Ok! No problem. I am sorry that you will not be attending Vanguard after all. May I ask where you all will be attending?

Thank you for taking my call! Please don't hesitate to reach out if our office can help in anyway.



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Intent to Return Campaign

I always recommend launching ITR campaigns as early as possible. We know that round two of applications for enrollment open on February 1st. You're essentially competing with every other school's application in the Enroll Indy portal. It is imperative to engage the sure leads that you already have in hand. I would feel more comfortable if we could go into March knowing how many students will be returning.

Launching your ITR Campaign early will:

- Keep your school brand top of mind for your current families who are currently being hit with a multitude of learning options for their scholars
- It will help us get to a "true" enrollment goal projection sooner. The sooner you know who is returning the sooner we know how many leads we need to pull in (which will help you to be more strategic in your recruitment)
- It will also help you to foster connection with your families (courting families early in the recruitment process will help ensure that they stay engaged beyond count day).



Vanguard 2022-2023 Event List

Here is a list of the events that Vanguard will attend in 2022. I have not determined if these events will be taking place again this year, but this is a great running list. I would recommend reaching out to these organizations as you build your list of community events to attend for Spring.

Here is the full list that was provided to me by Eric Saunders: [Full List of Events](#)

Date	Event
7/20	Christamore House BTS
7/22	Movie Nights
7/23	Shalom Health Fair
7/23	Community Resource Fair
7/24	Catch the Stars BTS Fair
7/30	Edna Martin Summer Bash
7/30	Covering Kids and Families BTS
7/30	Indianapolis Urban League BTS
7/31	ICE CREAM SOCIAL at Vanguard
8/2	VANGUARD ORIENTATION
8/3	Dinner on VANGUARD tbd
8/4	VANGUARD ORIENTATION
8/8	FIRST DAY OF SCHOOL
9/10	Riverside Parade and Community Festival



Vanguard Virtual Enrollment Event Blueprint

Virtual Open House

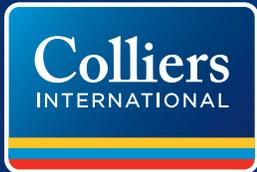
- Select Date:
- Determine Staff Needs
 - Will you need teachers to attend or speak?
- Determine Tech Needs
 - What platform will you use? Will you be recording the event?
 - Will you go live on social or maintain a controlled environment
- Draft Invite and Flier-There should be multiple options
 - Printed Option-To drop off to specific audiences
 - Email Option - Send an e-file to audience as well
 - Social Announcement -This can be organic or boosted.
 - I would ask staff to post and share to generate traction if you are not going to boost
- Identify Audiences
 - Hawthorne
 - Allegiant Prep
 - Other Elementary Schools
 - Churches in the area
 - General Social Post
 - Website Button
 - Send to Enroll Indy to push out
- Send out Invites by _____ AT THE LATEST
- Determine Program
 - Create a run of show
 - Create a powerpoint if needed
- Send out Thank You email with next steps
- 1 week out conduct a Calling project to let parents know about upcoming events and next steps



VANGUARD COLLEGIATE
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APPENDIX B

Unapologetically focused on the academic success of our scholars, Vanguard Collegiate of Indianapolis educates 5-8th grade students through high-quality instruction, rigorous curriculum, and character development to succeed in college and become leaders in thought, word and action.



SITE FEASIBILITY ANALYSIS

PRESENTED BY

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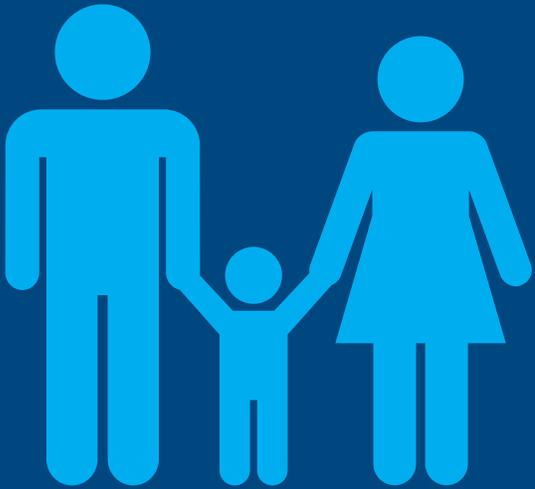
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DEMOGRAPHICS





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DEMOS



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2020
 POPULATION
 5-14 %

1 Mile	3 Mile	5 Mile
16.3%	12.0%	12.9%



MEDIAN
 HOUSEHOLD
 INCOME

1 Mile	3 Mile	5 Mile
\$31,335	\$38,519	\$39,142



2020-2025
 POPULATION
 CHANGE %

1 Mile	3 Mile	5 Mile
2.9%	4.8%	3.5%

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2020
 POPULATION
 5-14 #

1 Mile	3 Mile	5 Mile
1,808	8,063	28,365



COLLEGE
 ATTAINMENT
 %

1 Mile	3 Mile	5 Mile
13.7%	32.7%	31.0%



2020-2025
 POPULATION
 CHANGE #

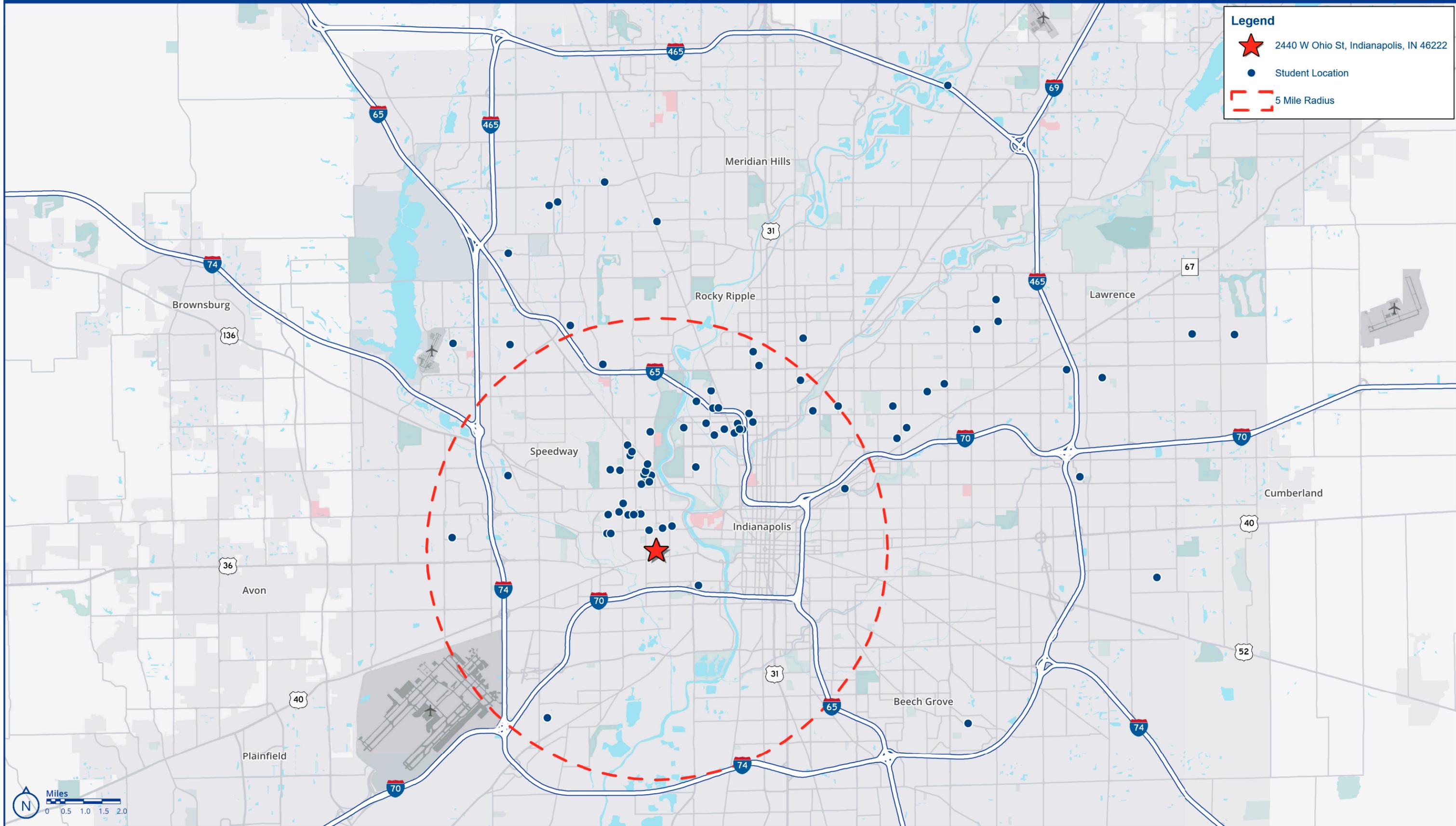
1 Mile	3 Mile	5 Mile
349	3,724	8,387

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STUDENT ENROLLMENT

Indianapolis, IN

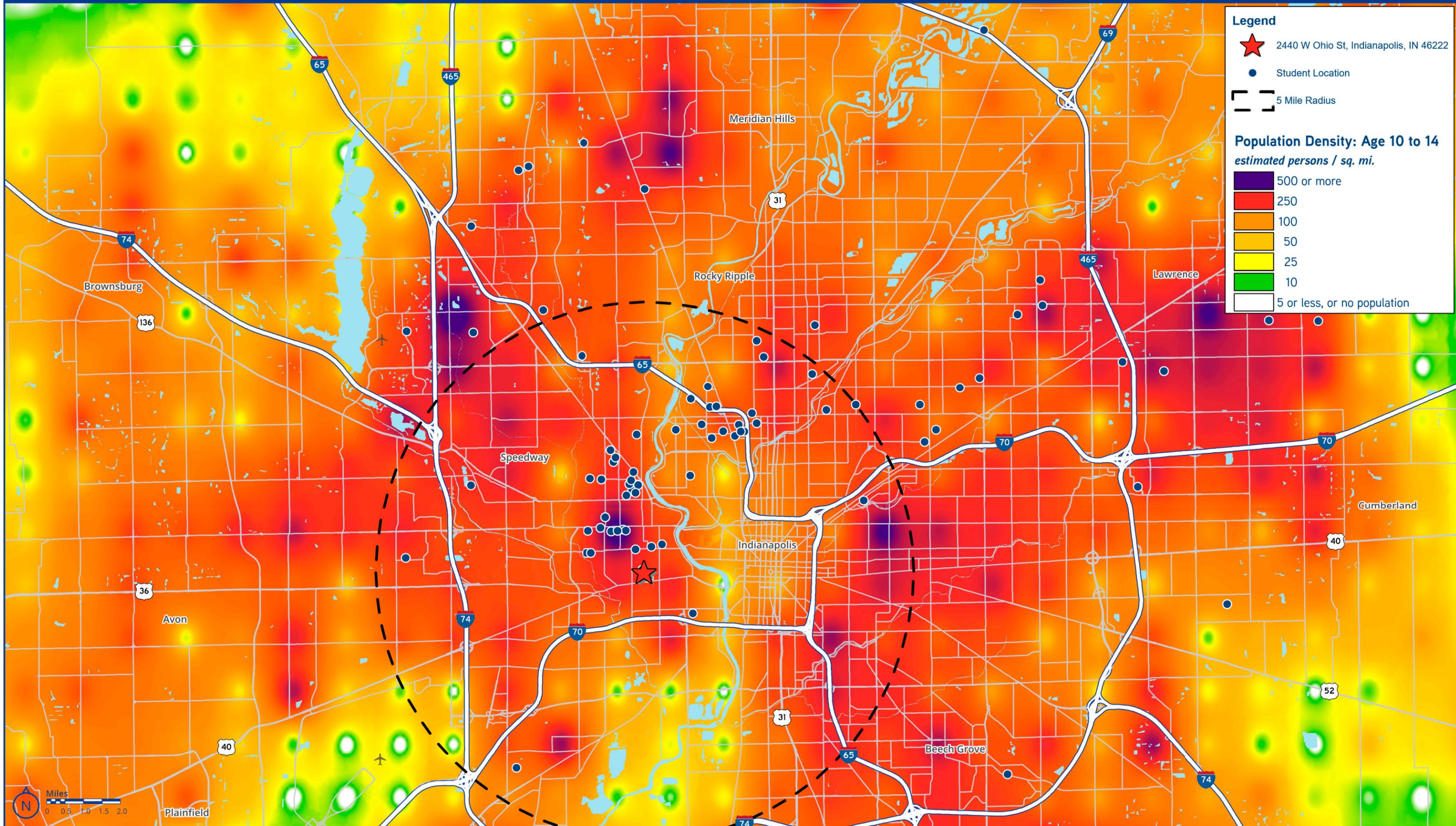


Legend

- 2440 W Ohio St, Indianapolis, IN 46222
- Student Location
- 5 Mile Radius

POPULATION DENSITY: AGE 10 TO 14

Indianapolis, IN



Legend

- ★ 2440 W Ohio St, Indianapolis, IN 46222
- Student Location
- ⎓ 5 Mile Radius

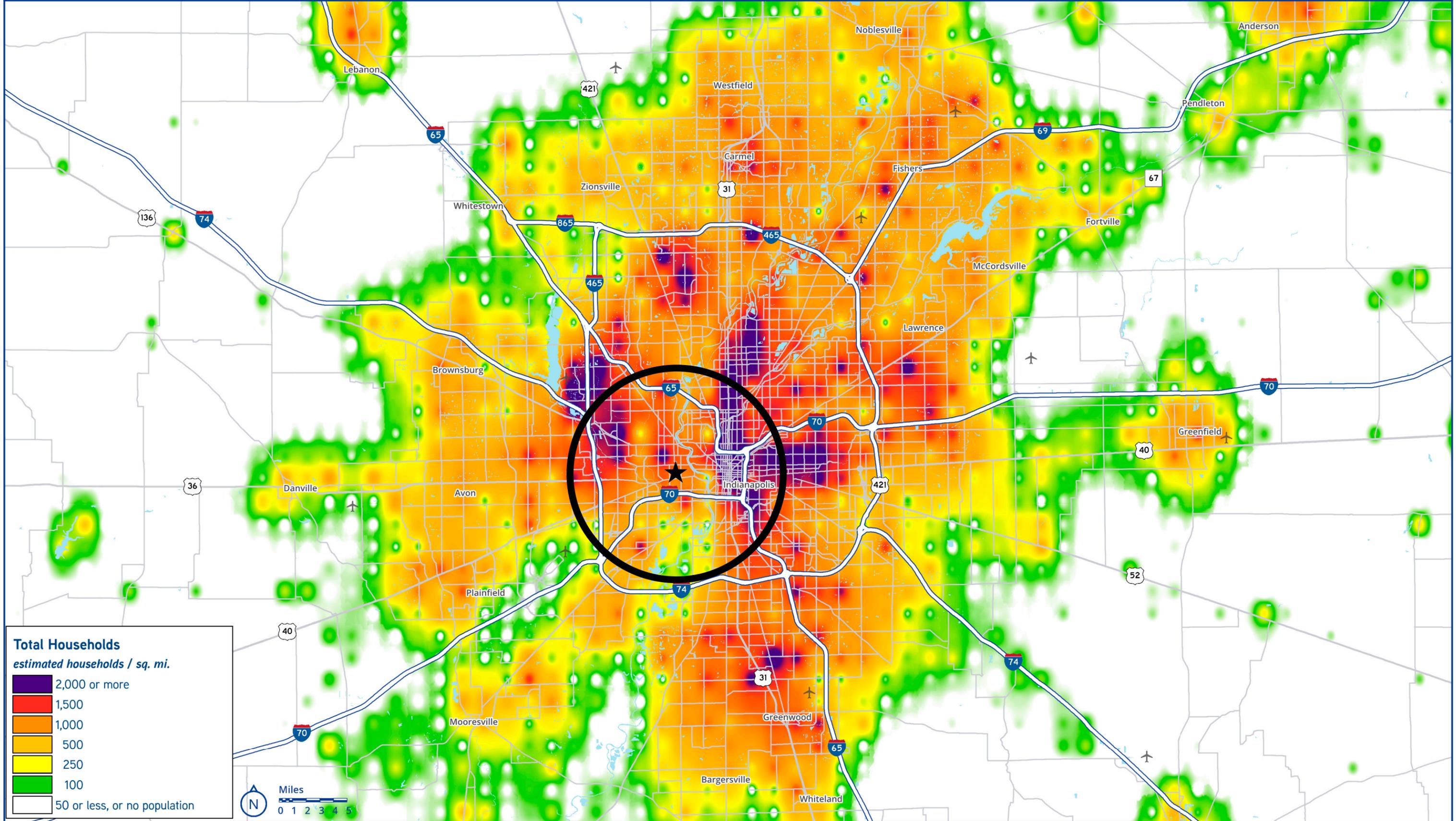
Population Density: Age 10 to 14
estimated persons / sq. mi.

Dark Purple	500 or more
Red	250
Orange	100
Yellow	50
Light Green	25
Green	10
White	5 or less, or no population

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TOTAL HOUSEHOLDS

Metropolitan Indianapolis, IN



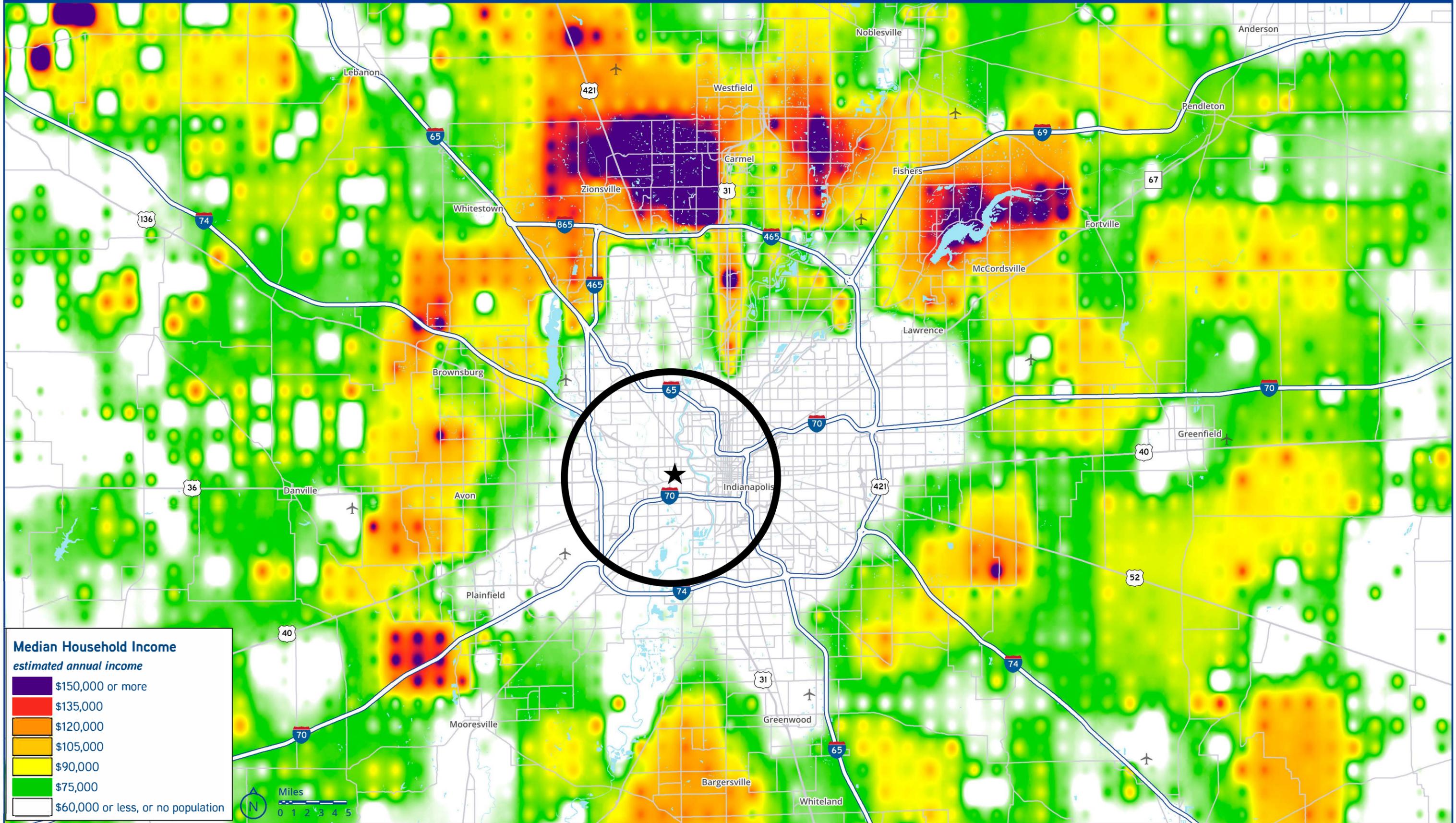
Total Households
estimated households / sq. mi.

Dark Purple	2,000 or more
Red	1,500
Orange	1,000
Yellow-Orange	500
Yellow	250
Light Green	100
White	50 or less, or no population

Miles
0 1 2 3 4 5

MEDIAN HOUSEHOLD INCOME

Metropolitan Indianapolis, IN



Median Household Income
estimated annual income

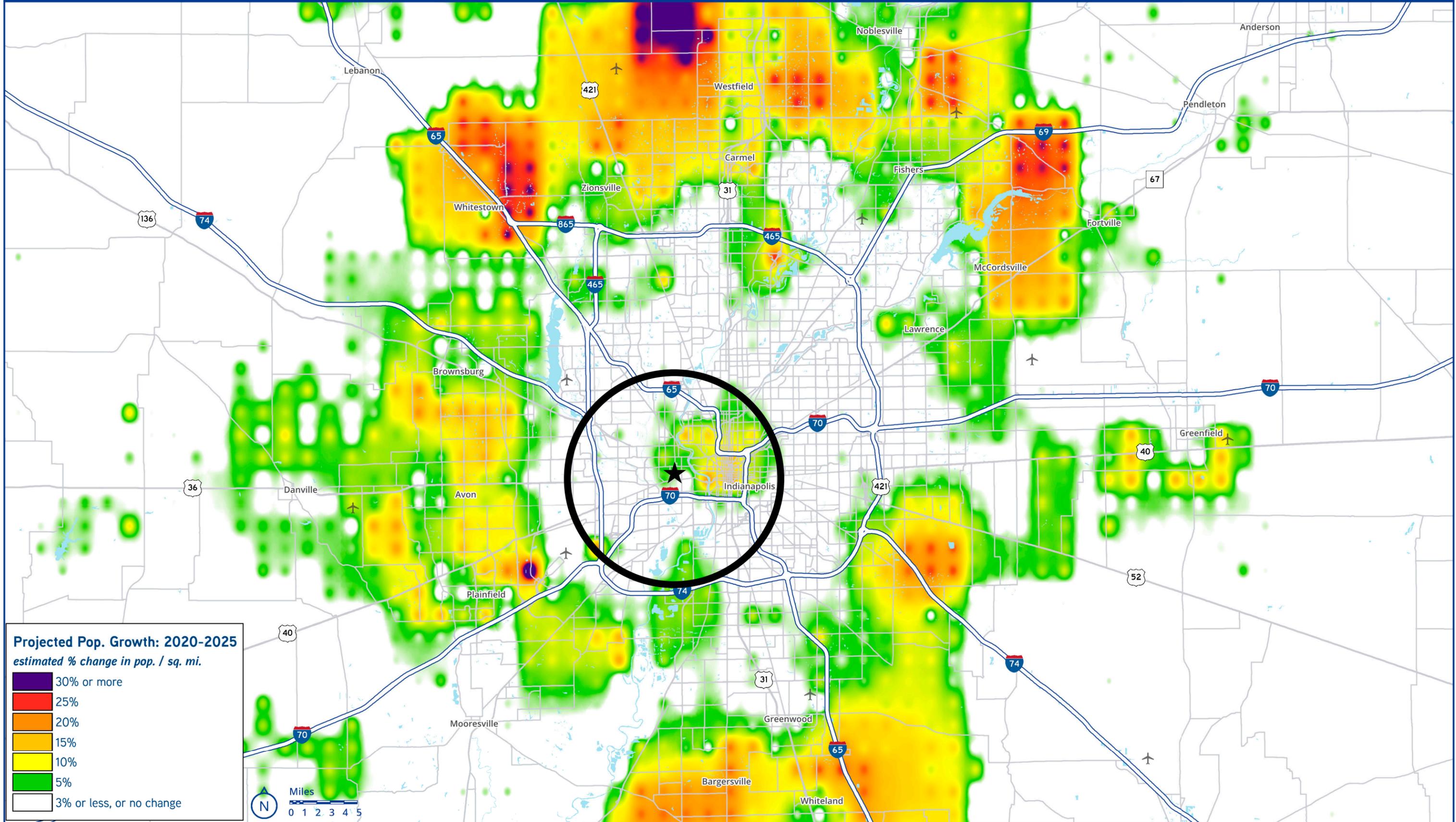
- \$150,000 or more
- \$135,000
- \$120,000
- \$105,000
- \$90,000
- \$75,000
- \$60,000 or less, or no population

Miles
0 1 2 3 4 5

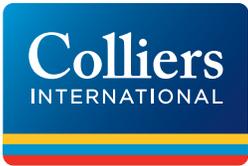
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PROJECTED POPULATION GROWTH: 2020 TO 2025

Metropolitan Indianapolis, IN



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VANGUARD COLLEGIATE
OF INDIANAPOLIS

APPENDIX C

Unapologetically focused on the academic success of our scholars, Vanguard Collegiate of Indianapolis educates 5-8th grade students through high-quality instruction, rigorous curriculum, and character development to succeed in college and become leaders in thought, word and action.



VANGUARD COLLEGIATE
OF INDIANAPOLIS

TUITION FREE • RIGOROUS CLASSES
SMALL CLASS SIZE • 1:1 TECHNOLOGY
FREE TRANSPORTATION • GRADES 5-8

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VANGUARD COLLEGIATE
OF INDIANAPOLIS

APPENDIX D

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Vanguard Collegiate of Indianapolis

Income Statement

		Actual 7/1/2019 - 6/30/2020	Actual 7/1/2020 - 6/30/2021	Actual 7/1/2021 - 6/30/2022
Revenue				
Private Funding				
0101-410192000000-IND	Contributions	16,852.34	61,573.05	8,645.44
2000-410192000000-IND	Contributions	0.00	70,000.00	0.00
7990-410192000000-IND	Contributions	9,000.00	0.00	0.00
0101-490151000000-IND	Interest Income	30.63	18.18	15.25
Total Private Funding		<u>25,882.97</u>	<u>131,591.23</u>	<u>8,660.69</u>
Federal Funding				
4100-430451400000-IND	Title I	117,498.77	64,571.00	85,228.25
7941-430451400001-IND	Title I Cares Act	0.00	38,805.21	25,251.87
5800-430455000000-IND	Title IV	10,000.00	6,950.00	0.00
6840-430459200000-IND	Title II	4,553.00	9,278.95	3,464.50
6890-430499000000-IND	CSP Revenue	213,501.70	117,947.32	33,119.85
7990-430499000002-IND	PPP Grant Revenue	0.00	122,500.00	65,032.00
7931-430499000003-IND	ESSER II Revenue	0.00	29,098.65	127,622.84
7923-430499000004-IND	ESSER III	0.00	0.00	222,102.75
7898-430499000005-IND	Strategic Planning Consortium	0.00	0.00	75,000.00
Total		<u>345,553.47</u>	<u>389,151.13</u>	<u>636,822.06</u>
State Funding				
0101-420311100000-IND	Basic Grant Support	563,968.00	666,225.00	727,035.00
0101-420311100001-IND	State Special Ed	53,968.00	37,956.00	36,764.00
0101-420311400000-IND	Summer School Reimbursement	9,774.75	14,433.29	13,862.01
3951-420311800000-IND	Charter & Innovation Network School Grant	57,000.00	65,250.00	89,000.00
3780-420321700000-IND	State Connectivity	1,147.70	1,485.95	323.98
0101-420323000000-IND	High Ability	12,384.52	9,973.74	8,563.00
3710-420329100000-IND	Non-English Speaking Program Income	0.00	0.00	2,441.60
3750-420329300000-IND	Excellence in Performance	0.00	3,254.45	3,321.21
0900-420391000000-IND	Curricular Materials Reimbursement	5,834.66	7,193.17	7,525.69
Total State Funding		<u>704,077.63</u>	<u>805,771.60</u>	<u>888,836.49</u>
Student Fees				
0101-490174100000-IND	Student Fees	363.75	155.00	0.00
Total Student Fees		<u>363.75</u>	<u>155.00</u>	<u>0.00</u>
Other Income				
0300-410192000090-IND	In-Kind Revenue	0.00	0.00	102,907.75
0101-490199400000-IND	Overpayments and Refunds	234.90	437.01	1,479.78
0300-490199400000-IND	Overpayments and Refunds	4,470.00	3,373.36	2,517.80
0101-490199900000-IND	Other Income	6,404.09	0.00	60.00
0300-490199900000-IND	Other Income	0.00	0.00	82.93
0101-490199900003-IND	E-Rate Income	8,008.53	0.00	22,875.00
Total Other Income		<u>19,117.52</u>	<u>3,810.37</u>	<u>129,923.26</u>

Vanguard Collegiate of Indianapolis

Income Statement

	Actual 7/1/2019 - 6/30/2020	Actual 7/1/2020 - 6/30/2021	Actual 7/1/2021 - 6/30/2022
Total Revenue	1,094,995.34	1,330,479.33	1,664,242.50
Expenses			
Instructional Expenses			
Instructional Personnel			
Salary and Wages	292,511.83	383,322.01	421,034.63
Taxes	23,458.40	33,195.87	40,684.46
Insurance	20,742.65	20,067.98	32,458.64
Retirement	0.00	9,032.76	24,778.81
Total Instructional Personnel	336,712.88	445,618.62	518,956.54
Instructional Services			
0101-521120031100-IND MS Instruction Services	0.00	0.00	250.00
4100-521120031100-IND MS Instruction Services	0.00	0.00	2,000.00
6890-521120031100-IND MS Instruction Services	19,840.00	0.00	0.00
7923-521120031100-IND MS Instruction Services	0.00	0.00	17,400.00
7931-521120031100-IND MS Instruction Services	0.00	0.00	400.00
0101-521120031900-IND MS Professional Services	(5,789.51)	61,953.15	0.00
5800-521120031900-IND MS Professional Services	3,000.00	0.00	0.00
6890-521120031900-IND MS Professional Services	58,600.00	56,227.71	0.00
7923-521120031900-IND MS Professional Services	0.00	0.00	30,568.50
7931-521120031900-IND MS Professional Services	0.00	2,806.25	18,925.50
0101-521261031900-IND SPED Services	16,737.50	4,452.75	3,408.50
7923-521261031900-IND SPED Services	0.00	0.00	10,415.00
7931-521261031900-IND SPED Services	0.00	0.00	5,315.50
0101-522213031200-IND Staff Training Expense	665.00	9,746.63	2,835.61
7923-522213031200-IND Staff Training Expense	0.00	0.00	4,100.00
0101-522213058000-IND Training Travel Expense	247.95	0.00	395.87
0101-522236053000-IND Internet Expense	682.86	7,719.77	8,669.75
3780-522236053000-IND Internet Expense	1,147.70	1,485.95	323.98
0101-522237043200-IND Instructional Technology Support	0.00	565.74	5,021.75
0300-522572031900-IND Staff Recruitment	2,386.52	727.20	34.80
Total Instructional Services	97,518.02	145,685.15	110,064.76
Instructional Supplies and Materials			
0101-521120061100-IND MS Classroom Supplies	3,967.76	17,293.08	2,358.06
4100-521120061100-IND MS Classroom Supplies	7,149.59	0.00	1,661.57
6890-521120061100-IND MS Classroom Supplies	0.00	1,253.59	0.00
7923-521120061100-IND MS Classroom Supplies	0.00	0.00	22,804.50
7931-521120061100-IND MS Classroom Supplies	0.00	0.00	3,936.54
7941-521120061100-IND MS Classroom Supplies	0.00	3,372.76	5,000.00
0900-521120063000-IND MS Curricular Materials Expense	0.00	2,609.96	995.00
0101-522134061100-IND Nurse Supplies	0.00	218.28	0.00
0101-522237063000-IND Instructional Software Expense	3,635.08	2,036.29	10,022.80
0900-522237063000-IND Instructional Software Expense	5,834.66	4,583.21	6,530.69

Vanguard Collegiate of Indianapolis

Income Statement

		Actual 7/1/2019 - 6/30/2020	Actual 7/1/2020 - 6/30/2021	Actual 7/1/2021 - 6/30/2022
3710-522237063000-IND	Instructional Software Expense	0.00	0.00	2,441.60
5800-522237063000-IND	Instructional Software Expense	3,200.00	0.00	0.00
6890-522237063000-IND	Instructional Software Expense	8,380.00	12,739.36	0.00
7923-522237063000-IND	Instructional Software Expense	0.00	0.00	5,806.00
7931-522237063000-IND	Instructional Software Expense	0.00	5,186.50	6,036.00
7923-522237065500-IND	Instructional Computer Expense	0.00	0.00	15,000.00
7931-522237065500-IND	Instructional Computer Expense	0.00	0.00	18,437.50
0101-522237065501-IND	Instructional Equipment Expense	0.00	450.00	31.25
Total Instructional Supplies and Materials		<u>32,167.09</u>	<u>49,743.03</u>	<u>101,061.51</u>
Total Instructional Expenses		<u>466,397.99</u>	<u>641,046.80</u>	<u>730,082.81</u>
Administrative Expenses				
Administrative Personnel				
	Salary and Wages	239,953.31	219,274.24	198,544.98
	Taxes	20,098.64	17,645.80	16,507.75
	Insurance	15,460.70	11,482.93	16,883.80
Total Administrative Personnel		<u>275,512.65</u>	<u>248,402.97</u>	<u>231,936.53</u>
Administrative Services				
7923-522134031900-IND	Nurse Services	0.00	0.00	13,587.50
0300-522322054000-IND	Marketing Expenses	1.00	4,236.43	11,485.64
6890-522322054000-IND	Marketing Expenses	0.00	1,147.37	0.00
0101-522410031900-IND	Admin Professional Services	0.00	27,933.64	9,943.40
6890-522410031900-IND	Admin Professional Services	0.00	6,750.00	0.00
7898-522410031900-IND	Admin Professional Services	0.00	0.00	75,000.00
7923-522410031900-IND	Admin Professional Services	0.00	0.00	30,299.25
7931-522410031900-IND	Admin Professional Services	0.00	0.00	2,817.73
0101-522410058000-IND	Admin Travel Expense	1,079.58	0.00	1,729.73
0300-522515031900-IND	Payroll Fees	9,856.15	11,318.61	13,588.18
6840-522515031900-IND	Payroll Fees	303.00	215.39	0.00
0101-522516031900-IND	Accounting & Audit Fees	(300.00)	0.00	0.00
0300-522516031900-IND	Accounting & Audit Fees	51,081.25	65,511.92	27,684.01
3951-522516031900-IND	Accounting & Audit Fees	0.00	0.00	13,600.00
5800-522516031900-IND	Accounting & Audit Fees	300.00	0.00	0.00
7923-522516031900-IND	Accounting & Audit Fees	0.00	0.00	18,000.00
0300-522586044200-IND	Operations Equipment Rental	10,361.81	6,027.34	660.93
Total Administrative Services		<u>72,682.79</u>	<u>123,140.70</u>	<u>218,396.37</u>
Administrative Supplies and Materials				
0101-522410061100-IND	Admin Office Supplies	5,993.17	11,105.97	7,051.93
7931-522410061100-IND	Admin Office Supplies	0.00	0.00	2,606.00
0300-522586043100-IND	Operations Equipment Expense	575.77	240.00	240.00
0300-522586063000-IND	Operations Software Expense	5,363.99	4,797.48	8,007.87
7923-522586063000-IND	Operations Software Expense	0.00	0.00	6,900.00

Vanguard Collegiate of Indianapolis

Income Statement

	Actual 7/1/2019 - 6/30/2020	Actual 7/1/2020 - 6/30/2021	Actual 7/1/2021 - 6/30/2022
Total Administrative Supplies and Materials	11,932.93	16,143.45	24,805.80
Total Administrative Expenses	360,128.37	387,687.12	475,138.70
Student Nutrition			
Breakfast & Lunch Expenses			
0300-523140061400-IND Student Lunch Expense	21,817.65	0.00	102,907.75
2000-523140061400-IND Student Lunch Expense	0.00	65,167.74	0.00
0300-523140061401-IND Student Breakfast Expense	11,082.35	0.00	0.00
Total Breakfast & Lunch Expenses	32,900.00	65,167.74	102,907.75
Total Student Nutrition	32,900.00	65,167.74	102,907.75
Student Transportation			
0300-522770051000-IND Student Transportation	5,245.58	4,575.51	45,084.08
3951-522770051000-IND Student Transportation	0.00	0.00	15,269.75
4100-522770051000-IND Student Transportation	20,349.18	0.00	3,500.00
Total Student Transportation	25,594.76	4,575.51	63,853.83
Facility Expenses			
0300-522620041200-IND Trash Removal	2,033.35	1,495.67	2,173.36
0300-522620042000-IND Janitorial Services	24,868.89	6,410.52	24,056.54
7931-522620042000-IND Janitorial Services	0.00	0.00	6,500.00
7941-522620042000-IND Janitorial Services	0.00	6,857.38	0.00
0300-522620043100-IND Building Repairs & Maintenance	3,386.74	8,668.45	688.29
0300-522620061100-IND Janitorial Supplies	2,742.02	2,161.23	7,243.61
7941-522620061100-IND Janitorial Supplies	0.00	6,657.45	0.00
0300-522630031900-IND Grounds Maintenance	0.00	0.00	31.34
0300-525310044100-IND Building Rent	129,514.99	3,009.00	50,384.60
3951-525310044100-IND Building Rent	57,000.00	65,250.00	32,400.00
7990-525310044100-IND Building Rent	42,273.98	0.00	0.00
Total Facility Expenses	261,819.97	100,509.70	123,477.74
Extra-Curricular Expenses			
Extra-Curricular Services and Supplies			
0300-523399031900-IND Extra-Curricular Services	0.00	0.00	600.00
0300-523399061100-IND Extra-Curricular Supplies	992.70	0.00	2,007.69
0300-523399081000-IND Extra-Curricular Dues & Fees	5,559.40	608.50	2,459.00
Total Extra-Curricular Services and Supplies	6,552.10	608.50	5,066.69
Total Extra-Curricular Expenses	6,552.10	608.50	5,066.69
Interest Expense			
0200-525220083200-IND Interest Expense	34,842.84	24,480.01	30,398.00
Total Interest Expense	34,842.84	24,480.01	30,398.00

Vanguard Collegiate of Indianapolis

Income Statement

		Actual 7/1/2019 - 6/30/2020	Actual 7/1/2020 - 6/30/2021	Actual 7/1/2021 - 6/30/2022
Other Expenses				
Other Expenses				
0300-522322057000-IND	Community Relations Contributions &	1,571.50	0.00	612.00
0300-522329096000-IND	COVID-19 Operation Related Expenses	0.00	378.69	0.00
7941-522329096000-IND	COVID-19 Operation Related Expenses	0.00	742.17	0.00
0101-522410031901-IND	Authorizer Fees	2,989.32	2,552.93	2,769.59
0101-522410053000-IND	Telephone Expense	6,794.79	6,885.26	5,900.17
0101-522410053001-IND	Postage Expense	443.23	2,090.18	866.05
0101-522410081000-IND	Dues & Fees	4,617.03	3,773.37	5,349.41
0300-522519587100-IND	Bank Fees	2,472.41	9,299.58	1,581.26
0300-522640043100-IND	Non-Technology Equipment Maintenance	140.00	2,499.00	0.00
0300-522670052000-IND	Insurance Expense	17,545.00	15,292.14	0.00
3951-522670052000-IND	Insurance Expense	0.00	0.00	27,730.25
0300-522670052005-IND	Workers Comp Insurance	2,038.31	2,437.26	2,626.65
0300-522730043100-IND	Vehicle Repairs & Maintenance Services	0.00	0.00	2,138.69
0300-522730061300-IND	Gas & Lubricants	4,108.66	213.08	7,493.38
0300-522730081000-IND	Vehicle Dues and Fees	843.29	0.00	0.00
0300-523190061400-IND	Other Food Purchases	2,390.40	4,846.87	7,292.52
2000-523190061400-IND	Other Food Purchases	0.00	0.00	4,832.26
Total Other Expenses		<u>45,953.94</u>	<u>51,010.53</u>	<u>69,192.23</u>
Total Other Expenses		<u>45,953.94</u>	<u>51,010.53</u>	<u>69,192.23</u>
Depreciation Expense				
0101-529000099900-IND	Depreciation Expense	44,637.27	22,041.82	14,884.89
0300-529000099900-IND	Depreciation Expense	186.65	560.04	560.04
0900-529000099900-IND	Depreciation Expense	(1,375.00)	0.00	0.00
6890-529000099900-IND	Depreciation Expense	6,196.68	7,340.04	6,090.04
7931-529000099900-IND	Depreciation Expense	0.00	0.00	1,112.88
Total Depreciation Expense		<u>49,645.60</u>	<u>29,941.90</u>	<u>22,647.85</u>
Total Expenses		<u>1,283,835.57</u>	<u>1,305,027.81</u>	<u>1,622,765.60</u>
NET SURPLUS/(DEFICIT)		<u>(188,840.23)</u>	<u>25,451.52</u>	<u>41,476.90</u>



VANGUARD COLLEGIATE
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APPENDIX E

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Objective Aligned Check For Understandings

Alyssa McIntyre



Agenda

- Updates/Housekeeping
- Attuned Visit Review
- Objective Aligned Check For Understandings

Updates/Housekeeping

- Midterms and Study Guides due before the **end of day today**.
- Grades → Must be updating on a **weekly basis**. Progress Reports will go out next week.
- NWEA Testing → Dec. 12, 13, and 15th
- Midterms → December 19th and 20th
- **ASynchronous E-Learning Day December 14th** (All staff **required** to attend ICSB Hearing).
- Lunch Transitions → Scholars should not be in line outside of lunchroom before 12:30 each day. All scholars should walk **silently** in a line to the lunchroom with a teacher. Make sure Thomas is in the cafeteria before leaving your scholars.
- Hoodies, Hats, 1 Scholar in bathroom at a time.

Attuned Visit

- **Glows:**
 - ❖ Overall all teachers were implementing curriculum, therefore giving students access to high quality materials (Biggest difference from last year).
 - ❖ Teachers are prepared for teaching (objectives posted, student materials, and lesson plans in place).
 - ❖ Most classrooms scholars were engaging in the content and participating in classes, when given the opportunity.
 - ❖ Strong Relationships/Sense of Belonging - Student Engagement- classroom culture supports students to engage in learning
- **Grows:**
 - ❖ All classes were heavily teacher led and not student focused. Most of the cognitive load rested on the teachers rather than the students.
 - ❖ Most teachers would give scholars the answers to questions or ask questions that were too leading.
 - ❖ Not enough ways for students to demonstrate their knowledge (CFU's) without teacher giving answer or leading them to the answer.
 - ❖ CFU's were not always aligned to the overall objective.
 - ❖ 6th Grade classroom environment doesn't fully support students to engage in learning at highest level and could benefit from a culture reset.

Attuned Visit

Whats Next?

Increasing Cognitive Engagement in the Classroom

- IPP Protocol will be altered to focus on identifying the productive struggle within each lesson and planning for misconceptions. Also, creating Criteria for Success/Exemplars for any core tasks/CFU's that lead to the overall Learning Objective.
- Series of PD that focus on “Student-Centered lessons, Productive Struggle, Planning for Error/Misconceptions, Creating meaningful CFU's within lessons, Backwards Planning.
- Coaching/Observations that focus on the above areas.

Scenario

After 5 days of lessons, Ms. Jones, a third grade teacher, administers an assessment over area and perimeter to her class. As she grades the assessments, she quickly realizes that over half of her class does not have a clear understanding of the distinction between area and perimeter. Even more discouraging, three-fourths of the class were not able to determine the area of a composite shape by breaking it into smaller pieces. She realizes she does not know when within the 5 days of lessons that her students got off track, so she will need to go back to the very first lesson and will have to spend at least 3 or 4 days reteaching this important content.

TURN AND TALK: Take the next 5 minutes to talk to your shoulder partner about what you think went wrong with Ms. Jones lesson and why you think it went wrong.

Objective Aligned Check For Understandings

- Check for Understandings within a lesson should be **objective aligned, frequent**, and should ultimately provide you with formative assessment data within your lesson.
- Students should have time to answer the check for understanding questions (Wait Time).
- All check for understandings should be centered around the student taking on most of the cognitive load.
- Check For Understandings should be used a way for a teacher to get data within the lesson and to provide real time feedback.

Types of Check For Understandings

Verbal, Written, and Demonstration:

- Verbal strategies allow students to voice their responses to their peers or to the whole class. Teachers should be making note even when students are responding verbally (via clipboard or other tools).
- Written strategies allow students to reflect on a question and write their responses.
- Demonstration strategies allow students to complete activities, give examples, create models, or use manipulatives to represent their knowledge.

Stop and Jot

- What are the three different types of Check For Understanding strategies?
- Which strategy do you think is most effective and why?
- **Please write your answers on a sticky note, and put your initials at the bottom of the stick note.**

Why are CFU's Important?

- CFU's provides the teacher the opportunity to improve learning based on student responses throughout the teaching and learning process.
- Using CFU's in "real-time" allows teachers to make crucial instructional decisions as necessary (like re-teaching) during lesson delivery.
- Keep students accountable for creating and retaining new conceptual understandings and being able to communicate these to the teacher.

Let's Practice!

Each pair will have a learning target. Within your group come up with a objective aligned check for understanding. **This should not be an exit ticket.**

Group 1: I can describe and analyze the structures of government (3 branches of government) as described in the United States Constitution.

Group 2: I can multiply two two-digit numbers and find whole number quotients and remainders using strategies based on place value and the properties of operations.

Effective Check For Understanding Methods:

<https://www.classcraft.com/blog/ways-to-check-for-understanding/>

Exit Ticket

Think of a recent lesson or a lesson you plan to teach next week.

1. Identify the objective/learning target of your lesson.
2. Explain one check for understanding that you plan to put into your lesson (Make sure it aligned to the objective)..
3. Create an exemplar or a rubric for that CFU.
4. How will you help students who do not understand or get the check for understanding wrong? (Be specific as possible with your questions).

Please send your response to the following questions to me via email before leaving today.