
DELAWARE

MILITARY

ACADEMY

DELAWARE DEPARTMENT OF EDUCATION
CHARTER SCHOOL APPLICATION FORM FOR
A NEW SCHOOL TO BE OPENED
IN SEPTEMBER 2003

Delaware Military Academy
Name of Proposed School

John J. Wintermantel
Name of Contact Person

William B. Robinson Jr.
Chair of the Board

7 Tenby Chase Dr.
Newark, DE 19711
Mailing Address of Contact Person

9 through 12
Grades for School

First year enrollment 300
Number

9 through 10
First year grade span

Second year enrollment 350
Number

9 through 11
Second year grade span

Third year enrollment 450
Number

9 through 12
Third year grade span

Note: If the Red Clay School District and State Board of Education approve the application, with or without amendment, the final approved application and any amendments will serve as the approved charter for the school. A charter may not be altered without the approval of the Red Clay School District and State Board of Education.

1. INTRODUCTION

The Delaware Military Academy (DMA) will provide students with the opportunity for a world-class education combined with the unique Naval Junior Reserve Officers Training Corps (NJROTC), promoting leadership skills, self-discipline, personal responsibility, pride, self-esteem, and human relations skills at the 9th through 12th grade level. The charter will be held by a local group of citizens, who desire a tuition-free public school with a program that prepares future citizens for their responsibilities in modern society. The focus of the academy is to serve motivated students who have voracity for a disciplined environment and want to belong to an organization with stability, which offers them challenges and rewards.

The board of DMA intends to locate the academy in Middleborro Manor, Newport and will seek an initial enrollment in grades 9 and 10 of approximately 300 students the first year, and to reach a maximum of 450 by the 3rd year in grades 9 through 12.

2. STATEMENT OF NEED

a. Why is there a need for this type of school?

This school will meet public education's need for tuition-free public school style. Presently there are no military academies in the state of Delaware. Other types of academies in the surrounding area are all private and costly. There is a need to assist and educate young people that are interested in a military vocation, to apply for scholarship opportunities in the service academies and Reserve Officer Training Corps (ROTC) scholarships. In addition, the academy will differentiate itself from other public schools by combining the advantage of military leadership training with those of secondary education. We believe students seek structure, organization, and discipline in their lives. We will encourage our students to expect and accept challenges that inspire growth and progress. Within this structure, we will teach students to believe in themselves, to respect their individuality, to be independent, to be spontaneous, to be free spirits, to be themselves.

b. Why is the charter school model an appropriate vehicle to address this need?

1. The charter school model will provide a cost-effective, tuition-free public high school alternative that is accountable for performance. This model will allow for a learning environment where students choose to come to learn and where parents will want to participate and where all of the student population is united towards the common goals of educational excellence.
2. Parents and teachers are involved in the governance of the academy.

3. Our structured and challenging academics and extracurricular programs reward achievement and hard work. We will emphasize self-discipline and self-esteem. We teach students to do their best. We believe structure and challenge serve as opportunities to pursue excellence and to achieve success.
 4. Location will make the Delaware Military Academy a community school.
- c. *How will this charter school improve public education in Delaware? What will be the school's key strategies for improving student performance? If the strategies are successful, are there any major barriers to the use of those strategies in non-charter public schools throughout the state?*

The Academy will improve public education in Delaware through employment of a consistent, organized curriculum managed from grades 9-12 by the same dedicated leadership team. DMA will provide students with an interest in the military, an education and the necessary tools to be successful in their career choice. The academy will improve education through a multiple accountability system: Delaware Department of Education, Red Clay School District and the US Navy. The DMA will increase opportunities for service academy appointments and ROTC scholarships for public school students. Statistics show between 15% and 17% of high school graduates affiliate with the military. Our intention is to provide an educational advantage to this target group. The board of directors and the staff understand that the Academy will lose its right to educate students if they do not satisfy the terms of the charter or the needs of its customers: the parents and students.

First, the academy will address the educational needs at levels appropriate to each student and will emphasize the learning of leadership techniques. A student led chain of command, modeled after the service academies, will be incorporated to provide the opportunity to develop organizational skills.

Second, the NJROTC program is built upon contemporary concepts of education, with its goals and objectives tuned to the needs of today's students. It plays a key role in preparing future citizens for their responsibilities in modern society. The value of the program in terms of quality and positive motivation is widely recognized by educators across the nation.

Third, DMA will foster parental involvement by being located in the community and by actively encouraging parental involvement in all aspects of the academy, including governance. We will encourage parents to be active in our Parents' Association/Booster Clubs and will provide the opportunity for 100% attendance at Parent-Teacher Conferences.

A parent's presence at the academy enhances the family and home atmosphere we desire.

Other than the fact that U.S. Navy provided uniforms are required to be worn daily, we see no barriers to employing our strategies at other locations. *

- d. *How will the educational practices used in this charter school be shared with other Delaware educators?*

We are committed to education in Delaware. We will invite all educators in the state and region to visit the school to observe 1) effective instruction, 2) parental involvement in the program, and 3) self-discipline and leadership skills of our cadets. Furthermore, per the requirements of the statute, the Board will release an annual report that includes documentation concerning the innovative practices and progress of the academy. The annual report is a public document.

3. QUALIFICATIONS OF THE APPLICANT—IDENTITY OF THE GROUP SEEKING THE CHARTER.

- a. *Identify the names, the places of residence, and the phone numbers of the founding board of directors and indicate which members are teachers certified in Delaware, parents, and community members. Describe how the location of the founding group members is related to the proposed location of the charter school. Give a brief description of how the backgrounds of the founding group relate to their serving as founders of a public charter school.*

The following are the names, titles, addresses, phone numbers and brief descriptions of the founding Board of Directors of the Delaware Military Academy. Additional information about the Board is available upon request. All board members were either a) directly involved in the development of this charter proposal or b) are strong supporters of it.

Francis D. Vavala
3019 Ridgevale Road
Wilmington, DE 19808
302-998-0839

Mr. Vavala is a local resident who is employed as the Adjutant General of the Delaware National Guard and a member of the Governor's Cabinet. Major General Vavala decided to support the introduction of a military academy to the area because he believes that providing educational choices with a military discipline will improve the quality of education for students in the area and will offer a significant benefit to the community.

Vernon A. Taylor

4613 Big Rock Drive
Wilmington, DE 19802
302-762-8488

Mr. Taylor is a local resident and a retired Brigadier General from the DEARNG. He is currently employed as a Justice of the Peace in Wilmington. Mr. Taylor believes that the values, principles, and self-discipline taught in the NJROTC program promotes positive, productive behaviors and provides a support structure critical in helping students avoid destructive forces that surround them.

Joseph A. Swiski

21 Blue Ridge Place
Newark, DE 19702
302-286-0691

Mr. Swiski is a local resident and who is employed as a Major in the Delaware State Police. His responsibilities for preparing and administering the budget for the Division of State Police has been invaluable. As a parent Mr. Swiski is concerned about the traditional public schools and has been active with aspects of the local school districts. Mr. Swiski is also a member of the Advisory Council for Wilmington College Criminal Justice Master Degree Program.

Will Robinson

420 Delaware Street
New Castle, DE 19720
302-322-4721

Mr. Robinson is a local resident of the community and is CEO/President of George & Lynch. Former instructor of mathematics and engineering at the Pennsylvania Institute of Technology, 1971-1982. Over 30 years experience in all phases of field operations and project management in the construction industry. His areas of expertise include construction systems analysis and design and the practical applications of computer hardware and software to the design/build industry. He participates in the Chamber of Commerce principal for a Day program and serves on the Advisory Board of Neumann College Master of Science Strategic Leadership Program and Board of Trustees Pennsylvania Institute of Technology.

Charles W. Baldwin

1108 McKennan Church Road
Wilmington, DE 19707
302-995-2053

Mr. Baldwin is a retired US Navy Master Chief Petty Officer, and is a certified Delaware NJROTC teacher and Secondary School administrator. He is currently a middle school Principal in the Delaware public school system. Mr. Baldwin established the first Navy JROTC in Delaware, and served 4 years as Lead

Instructor for all NJROTC teachers nationally. Mr. Baldwin believes that structure and challenges of the program serves a targeted community allowing pursuit of academic excellence through increased scholarship opportunity.

Erin N. Lucey
22 Gates Circle
Hockessin, DE 19707
302-234-4287

Mrs. Lucey is a local resident and a certified Delaware teacher. Mrs. Lucey has been involved with public schools for 11 years. She is a member of the National Council of the Teachers of English, Delaware Student Testing Program Committee, and the Academic Success Committee at George V. Kirk Middle School.

Bruce H. Shumway
2223 Patwynn Road
Wilmington, DE 19810
302-475-6493

Mr. Shumway, a Navy Commander (RET), is a local resident and the Certified Senior Naval Science Instructor in a local High School. In his last tour with the Navy, he worked as coordinator and inspecting officer, assisting and supporting instructors in managing funds, personnel, and assets, and implementation of the JROTC program, for 28 high schools in the Northeast. Commander Shumway has chaired school site councils, booster clubs, and mentor programs. He is also a parent and community leader.

Sue Varone
P.O.Box 80
961 Thunderhill Road
New London, PA 19360
610-869-8058

Ms Varone is self-employed business consultant and management trustee with Local Laborers Union 199 and 847 of northern and southern Delaware. Her oldest son is a graduate of Valley Forge Military Academy in Wayne, Pa. As the parent of three children, she has been an active volunteer in her children's schools including involvement in the PTA.

John J. Wintermantel
7 Tenby Chase Drive
Newark, DE 19711
302-234-0980 302-7431

Mr. Wintermantel is a local resident who is employed as a Lieutenant Colonel in the DEARNG. As a parent of four daughters, LTC Wintermantel is concerned about the traditional public schools and has been active with all aspects of the JROTC program in high schools for a number of years. LTC Wintermantel

decided to support the introduction of a military charter academy to the area because he believes that students need structure, organization, and discipline in their lives.

Michelle A. Schwandt
1014 Overbrook Road
Wilmington, DE 19807
302-658-0722

Ms. Schwandt is a senior executive vice president for MBNA America. Ms. Schwandt oversees Continuing Education and Development for MBNA employees. She is a 1988 graduate of West Point Military Academy and served 9 years on active duty as an aviation officer. She is also a Gulf War veteran. Ms. Schwandt believes that a high school with a student led chain of command, modeled after the service academies, incorporated with an organized academic curriculum in a tuition free school will be rewarding.

GROUP INCEPTION AND AFFILIATIONS

- b. Describe how the group came together and if there are any partnership arrangements with existing schools, educational programs, business, non-profit organizations, or any other entities or groups. If any consultants or contractors were enlisted to help prepare this application, please name them, describe their qualifications, and indicate the areas where they provided information and assistance.*

The founding Board of Directors for DMA is a collection of parents, teachers, military members, retired military, business owners and community members who are looking to establish an alternative form of public education for their children and students of the Red Clay School District and New Castle County. The Board is primarily motivated by the belief that the values, principles, and self-discipline taught in the NJROTC Program promote positive, productive behaviors and provide a support structure critical in helping students avoid destructive forces that surround them in their daily lives. The Board is also committed to improving academic achievement and providing learning environments that encourage students to perform at their highest levels.

Recruitment of Future Board Members

- c. Describe the plans for further recruitment of board members of the school, especially teachers employed at the school and parents of students enrolled at the school.*

The board will contain members representing the community, parents, and staff. See section 12b for details of the recruitment, election and propagation of the board.

DOCUMENTATION OF INCORPORATION

4. Identify the name of the corporation, date of incorporation, and name of the corporation's chief operating officer. Attach a certified copy of the Certificate of Incorporation and the bylaws of the corporation. The by-laws must be consistent with the provisions of the Freedom of Information Act, Del. C., Title 29, Chapter 100 (related to public bodies, public records, and open meetings) and provide for representation of the school's teachers and parents of students on the board of directors.

- a) Name of Corporation: Delaware Military Academy, Inc.
- b) Date of Incorporation: October 19, 2001
- c) Chief Operating Officer: John J. Wintermantel

The by-laws of the corporation and the certification of incorporation are attached in Appendix C.

MISSION AND PURPOSE OF SCHOOL

5. Describe the purpose, mission, goals, and core philosophy of the proposed school.

The mission of the Delaware Military Academy is to prepare young men and women for their next level of education and to provide them with a foundation that leads to good citizenship. In addition, we will furnish them with a healthy mental and physical environment with military training as a prerequisite for a better understanding of the obligations of citizenship and self-discipline, and to afford them opportunities for proper social activities and exposure to moral ideals.

The military-dimension of Delaware Military Academy's program seeks to reinforce every other aspect of the mission and to add a set of values which can be applied throughout life. These values include a work ethic, a sense of responsibility, integrity, and morality, all of which are intended to instill and preserve shared beliefs in the principles that have made our society and our country great.

PHILOSOPHY

The philosophy of Delaware Military Academy is to stress the importance of preparing students for future endeavors by teaching them the attitudes, information, and skills they will need to successfully meet the requirements of a college curriculum. It is the philosophy of DMA that this personal and academic development can best be achieved through a comprehensive program which

addresses the development of the total student. This program includes a challenging, college preparatory academic curriculum; a leadership program administered through the Naval Junior Reserve Officers Training Corps (NJROTC), physical education; and development of personal integrity through the academy honor system.

We believe in leadership and discipline. Our Naval Junior Reserve Officers Training Corps (NJROTC) program objective is to develop more leaders versus more followers. We believe in developing the leadership characteristics of self-discipline and self-confidence. Our cadets learn and practice leadership by serving in various positions of responsibility in the Corps of Cadets. Cadets learn to take charge, to take initiative, and to respect authority. We teach cadets decision-making and doing the hard right over the easy wrong.

The DMA's objective is not to recruit students for the military but to prepare students to be better United States citizens. Those that choose military-based college education or military service will be better prepared to succeed in their chosen post-graduate endeavors.

EDUCATIONAL PROGRAM

6. Describe the school's educational plan including the following:

- a. Describe the scope and sequence of the school's curriculum, including the major units of instruction that will be covered in each content area in each grade in which the school will provide instruction.**

State of Delaware Law Background:

No public school student shall be granted a State of Delaware Diploma unless such student shall have successfully completed a minimum of twenty-two credits in order to graduate including: 4 credits in English Language Arts, 3 credits in mathematics, 3 credits in science, 3 credits in social studies, 1 credit in physical education, 1/2 credit in health, 1 credit in computer literacy, 3 credits in a career pathway, and 3 1/2 credits in elective courses.

Definitions:

"Credit" means a minimum of 135 hours of actual classroom instruction or a demonstration of competency.

"Career Pathway" means a planned program of sequenced or specialized courses designed to develop knowledge and skills in a particular career or academic area.

DMA Credit Requirements

With its extended school day [7:30 a.m. - 3:00 p.m.], the DMA will require a preliminary minimum of twenty-six credits with required pathway courses in Naval Science. DMA Core Content Curriculum will be developed to meet State of Delaware Content Standards for language arts (English), mathematics, social studies, and science. DMA will also incorporate "best practices" recognized nationally to help students achieve their full potential in knowledge and skills.

DMA Graduation Requirements

(Includes Delaware Department of Education Requirements)

A minimum of 26 credits required

English	4.0 credits
Social Studies	3.0 credits
Mathematics	3.0 credits (must include 3 years of integrated math)
Science	3.0 credits
Computer Literacy	2.0 credits
Health/ Physical Education	1.0 credit
Sequential or Specialized Courses	5.0 credits (includes course work in one of the following areas):

- a Visual and Performing Arts
- b World Language (Spanish)
- c International Studies

Naval Science-	5.0 credits
<u>Total:</u>	<u>26.0 credits</u>

Seniors, who successfully complete the minimum of 26 credits that include the above courses, are eligible for graduation and will receive a diploma.

DMA Grading Policy

Delaware Military Academy's grading policy is as follows:

A - Excellent	=	93-100
B - Very Good	=	85-92
C - Satisfactory	=	77-84
D - Poor	=	70-76
F - Failure	=	below 70
I - Incomplete	=	work which must be completed (no credit)

The following letters are used for those classes (such as *Directed Work Experience*) which do not lend themselves to the traditional letter grades:

O = Outstanding; S = Satisfactory; U = Unsatisfactory

In all subject areas across the curriculum, DMA instructors will also incorporate the holistic writing score system devised by the state of Delaware to assess all student written work and portfolio contents.

DMA Report Cards will be issued within ten school days of the close of the semester.

Academic Progress Reports will be sent home to parents during the fifth week of each marking period.

DMA School Day Schedule.

DMA is adopting a modified block A/B schedule [84 minute periods]. Those subjects would include science with laboratory work, social studies, naval science, band, drill & ceremonies, computer technology, and health/PE. The more traditional schedule [42 minute periods] would be reserved for subjects requiring more intensive year-long instruction, such as English, mathematics, world languages, and most AP courses. Block period grades are determined by the teacher every nine (9) weeks. The course grades are determined by averaging the two marking period grades and the final exam grade for such courses and the four marking period grades and average of semester exams (year-round instruction). Yearlong courses and one semester block courses each counts one credit.

NOTE: No Course-Adds or Course-Drops will be permitted without teacher, parent, and administrator conference. Those conferences should be held to address such events as medical problems and/or documented family crises. In those cases, the administrator and teacher will determine make-up schedule. Due dates for course required work might be extended to allow the student to make-up work within an agreed time limit.

Granting Credit

Granting course credit requires a passing final grade and the satisfactory completion of all major course requirements as well as attending at least 95% of the classes. At the beginning of each course teachers must give students a written list of all major requirements. NOTE: Teachers will also send home a letter to the parents explaining requirements, schedule, expectations, and how the coursework satisfies the State Standards for Quality Education and the DMA Mission Statement.

Students only receive credit for courses successfully completed. Students who are failing a particular course will remain in that course for the remainder of the instructional timeline. Practice in mastery of important skills will help them prepare to succeed when they retake the course.

Students must accumulate passing grades in all core curriculum requirements each year to be promoted from one grade level to another. In order to be promoted to 12th grade, students must have earned a minimum of 18 (eighteen) credits; 12 (twelve) of these credits must be in a combination of English, mathematics, sciences, and/or social studies, plus seven additional credits. There are no administrative assignments to any grade, unless authorized by the Commandant for exceptional circumstances. A student must meet all specified DMA requirements to be promoted to the next grade.

Diploma with Distinction.

Eligible Students must:

1. Make application during their junior year.
2. Earn 28 credits
3. Complete successfully three AP courses within their four years of study.
4. Select an additional two credits to come from thematic and directed clusters in the following areas:
 - . Traditional academic pathway
 - . Career pathways
 - . Course work that blend subject with work experience
 - . Courses that carry dual high school and post secondary credit
5. Have a cumulative G.P.A. of 3.0 or greater on a 4.0 scale.

THE EDUCATIONAL PROGRAM OF THE DELAWARE MILITARY ACADEMY

DMA Course Offerings and Summaries

Leadership requires quality skills and knowledge in a wide variety of areas. Students must be well read and facile in math and science. They must understand the complexities of modern societies and cultures based on studies of past civilizations, human ideas, and historic movements. There will be no breakdown of the traditional General and College-Preparatory course levels. All students will be required to complete one high level program. Each student will be strongly encouraged to complete at least one AP course in his or her individual specialty area. Teachers will maintain high expectations. An extra time tutoring program will be provided for those students who require more time and assistance to meet course requirements.

The DMA Curriculum Clusters include the following:

English/Language Arts

English Literature.	1.0 Credit	Required.
American Literature.	1.0 Credit	Required.
World Literature.	1.0 Credit	Required.
Modern Literature.	1.0 Credit	Elective
AP English Literature.	1.0 Credit	Elective
Journalism I	1.0 Credit	Elective

Mathematics

(After third year of mathematics, students will be required to successfully complete the ETS Algebra I normal assessment or a comparable portfolio exhibiting mastery of skills).

Integrated Math I	1.0 Credit	Required.
Integrated Math II	1.0 Credit	Required.
Integrated Math III	1.0 Credit	Required.
Statistics	1.0 Credit	Elective
Calculus/Trigonometry	1.0 Credit	Elective
AP Calculus	1.0 Credit	Elective
AP Statistics	1.0 Credit	Elective

Social Studies

U.S. History.	1.0 Credit	Required.
World Cultures.	1.0 Credit	Required.
Economics I	1.0 Credit	Required.
International Studies.	1.0 Credit	Elective
US Citizenship and Government.	1.0 Credit	Elective
Political Science	1.0 Credit	Elective
AP US History.	1.0 Credit	Elective

Science

(After third year, students will be required (based on their area of expertise) to successfully complete the ETS Biology, Chemistry, Physics, or Physical Science normal assessments or a comparable portfolio exhibiting mastery of skills).

Integrated Science I	1.0 Credit	Required.
Integrated Science II	1.0 Credit	Required.
Integrated Science III	1.0 Credit	Required.
AP Physical Science	1.0 Credit	Elective
AP Biology	1.0 Credit	Elective
AP Chemistry	1.0 Credit	Elective
AP Physics	1.0 Credit	Elective

World Languages

Spanish I	1.0 Credit	Elective
Spanish II	1.0 Credit	Elective
Spanish III/IV	1.0 Credit	Elective
Spanish V	1.0 Credit	Elective

Fine and Performing Arts

Band I	1.0 Credit	Elective
Band II	1.0 Credit	Elective
Art	1.0 Credit	Elective
Graphics	1.0 Credit	Elective
Chorus I	1.0 Credit	Elective
Chorus II	1.0 Credit	Elective

Business and Technology

Computer Applications	1.0 Credit	Required
Publications and Spreadsheets	1.0 Credit	Elective

Military Science

Naval Science I	1.0 Credit	Required
Naval Science 2	1.0 Credit	Required
Naval Science 3	1.0 Credit	Required
Naval Science 4	1.0 Credit	Required
Naval Science Drill and Ceremonies	1.0 Credit	Required
Naval Orientation and Navigation	1.0 Credit	Required
Leadership Seminar/Military Skills	1.0 Credit	Elective
Leadership Practices/Uniformed Services	1.0 Credit	Elective
Leadership Practices/Peer Mentor/Mediation	0.5 Credit	Elective
Leadership Practices/Health-Related Fitness	1.0 Credit	Required

BASIC DESCRIPTION OF ALL DMA COURSES

ENGLISH/LANGUAGE ARTS

English Literature.

1.0 Credit

Required.

Students will study the various types of English literature (short stories, poetry, drama, non-fiction, novels) with emphasis on analysis, comparison/contrast and higher comprehension skills. The various ages; Medieval, Renaissance, Reformation, Restoration, Romantic, Victorian, Early and Late Twentieth Century are included. Students will be exposed to both fiction and non-fiction genre in order to develop as solid critical readers. The course will include writing for various purposes, reading-to-writing,

and peer editing. Students will organize a portfolio of finished work to be considered.

American Literature.

1.0 Credit

Required.

The course covers three major areas of study: first, an in-depth study of a number of American writers of each literary genre from various periods of American literature; second, development of writing skills required for the multi-paragraph essay, introduction to research technique and creation of original works such as plays, short stories and poetry; and third, study of vocabulary, grammar and a PSAT review. Students will add to and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

World Literature.

1.0 Credit

Required.

This course is based upon a survey of thematically integrated English and multicultural literature. Students will recognize the relationship between the writing of a literary period and the historical and social forces that characterize that time. There will be frequent varied writing experiences to expose students to a variety of written genre. Again, the course will offer a selection of non-fiction, as well as fictional genre. In composition, the students will develop skill in writing the expository essay. They will also learn the basic techniques of research. Students will work on vocabulary development skills in preparation for SATs. Students will add to and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

Modern Literature.

1.0 Credit

Elective

This course is based upon a survey of thematically integrated English, American, and World Literature. The modern themes will directly related to the students' experiences and life issues. Students will add to and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

AP English Literature.

1.0 Credit

Elective

This course is designed to provide students with the necessary background in language and literature for a successful completion of a freshmen college-level course. Students will examine a variety of literature, will strengthen the skills associated with superior writing and will implement different modes of expression. This course prepares students for the May advanced placement test.

Journalism I

1.0 Credit

Elective

Students may be asked to demonstrate effective and persuasive writing ability. These courses are designed to provide students of exceptional writing background to explore avenues of journalism course. Basics presented would have avenue to practical experience in the assistance of publications of school periodicals such as the student newspaper and yearbook or other current school periodicals. The students could work in class on real challenges in the world of publication and would be responsible for creating assignments, writing articles, selling advertising, taking photographs, and researching topics of interest.

MATHEMATICS

This three-year required math program is based on the National Council of Teachers of Mathematics recommended practices. Students would complete the equivalency of the traditional *Algebra I and II* and *Geometry I*. However, they would revisit each area each year to see the continuity and relationships of one area of math to another. Students would be required to use problem-solving exercises that would strengthen their knowledge of basic math facts and would also develop skills that require multiple steps and math areas to various relevant challenges. Students would also be exposed to areas of statistics and calculus in the course of this three-year course program. After third year, students will be required to successfully complete the ETS Algebra I normed assessment or a comparable portfolio exhibiting mastery of skills.

Integrated Math I

1.0 Credit

Required.

This is the first course in a three-semester mathematics program. Investigations of real-life contexts lead to discovery of important mathematics that make sense to students and enable them to solve new problems and situations. Four strands including algebra and functions, geometry and trigonometry, statistics and probability, and discrete mathematics are used to emphasize mathematical modeling. Graphing calculators are used daily to focus on mathematical thinking through numerical, graphical, and symbolic representations. Students will be required to write, add to, and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

Integrated Math II

1.0 Credit

Required.

This course is a continuation of Integrated Algebra and Geometry I. The content focuses on the real world applications of mathematics through the use of experiments and other problem-solving activities. Students will be expected to solve problems and to communicate their solutions in both oral and written formats. Students will use multiple forms of representation and will become proficient in the use of a graphing calculator. This course provides a non-traditional integrated approach to secondary mathematics. Topics include algebra, geometry, probability, and statistics. Students will be required to write, add to, and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

Integrated Math III

1.0 Credit

Required.

This course is the final course of the integrated series offered. It involves the application and practice of mathematical skills in hands-on experiments and work-to-work problems. Concepts will be expanded to include factoring, quadratics, and systems of equations, coordinate geometry, spatial visualizations, logic, transformations, and trigonometry. Students will be required to write, add to, and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

Statistics**1.0 Credit****Elective**

This course will cover material in exploring data, probability, simulation, and surveys. Real data of interest to the students is used and simulations of real events are demonstrated to show how to use statistical ideas to gain useful information from numbers and research tools. Students will be required to write, add to, and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

Calculus/Trigonometry**1.0 Credit****Elective**

The course covers limits, methods of differentiation with emphasis on its application to maximum-minimum problems and velocity, methods of integration with emphasis on area, volume and surface area of function revolutions. Students will be required to write, add to, and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

AP Calculus**1.0 Credit****Elective**

AP Calculus is a math program designed to prepare accelerated students for future study in mathematics, science, or engineering. It also prepares the student to take the AP exam in the spring. The course meets year-round. Students will be required to write, add to, and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

AP Statistics**1.0 Credit****Elective**

Students in this course will prepare to take the AP exam to earn college credit. Students will learn to read and draw statistical charts, and derive functions to make predictions from data. Sampling will be used to gather information in areas such as psychology, politics, and advertising. Data will be analyzed for measures of central tendency and variability. Hypothesis testing, experimental design and probability distributions will also be studied. The course meets year-round. Students will be required to write, add to, and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

SOCIAL STUDIES**U.S. History.****1.0 Credit****Required.**

The U.S. History course covers the study of U.S. History begun in the eighth grade. Students will study topics concerning the development of the United States from the Colonial Period, Revolutionary War Era, the Civil War period, Industrial Revolution, early and recent modern periods. Students will be exposed to a variety of editorial and journalism techniques. Students will be required to write, add to, and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

World Cultures.**1.0 Credit****Required.**

In this course, the subject area of concentration is Western Civilization. Additional areas of study are African, Asian and American cultures. Research is required. This course

studies world regions from a historical perspective. While European history is emphasized, the student will also study other major regions, religions, philosophies, and political systems of the world. Students will be required to write, add to, and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

Economics 1

1.0 Credit

Required.

This course is designed to acquaint the student with both a basic understanding of the U.S. economic system and the individual's role within it. Students will study the basic market forces and central economic theories. Emphasis is on the market systems, supply and demand, and macro-economic topics such as taxes, inflation and unemployment. Students will be required to write, add to, and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

International Studies.

1.0 Credit

Elective

World Events is an elective/enrichment course. In this course, students will study major world events through the mediums of newsprint, web pages, and film/video. In addition, writing, reading, and class discussions are major components. World Events is an elective/enrichment course. In this course, students will study major world events through the medium of film/video. The focus is the inter-relationships in modern movements, ideas, and life styles, and values.

US Citizenship and Government.

1.0 Credit

Elective

Law in American Society examines the theory and practice of law in the areas of criminal law, Constitutional law, torts, and property and trial advocacy. It is intended for those who believe that they may wish to pursue a career in some area of the law. Follow-up to this course may be the mock trial competition. Emphasis is on active, productive roles as citizens.

Political Science

1.0 Credit

Elective

This course in political science covers constitutional and legal aspects of government and the decision-making process used in our political system. Academic study skills are also reinforced. Students will be required to write critically, add to, and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

AP US History.

1.0 Credit

Elective

This course is designed to provide students with the analytical skills and factual knowledge necessary to deal critically with the problems and materials in U.S. History. The program prepares students for intermediate and advanced college courses by making demands on them equivalent to those made by full-year introductory college level course. The course provides a balance between factual knowledge and critical analysis. It will concentrate on the Post Civil War period through the end of the Cold War.

SCIENCE

The first three years of required science studies are the equivalent of *Earth Science*, *Biology*, and *Chemistry I*. Students will revisit each area each year to see the interdependency of one study on another. After third year, students will be required (based on their area of expertise) to successfully complete the ETS Biology, Chemistry, Physics, or Physical Science normed assessments or a comparable portfolio exhibiting mastery of skills). All three years of science will include studies in scientific disciplines such as geology, oceanography, meteorology, and astronomy. They will study living things, the origin of life, the makeup of living matter, the structure and processes of cells, the reproduction, development, heredity, evolution, physiology, and behavior of organisms and the interaction of organisms in populations, societies, and communities. There is an emphasis on following directions: analysis and interpretation of data; accurate and logical observations; and independent and creative thought utilizing the scientific method.

Integrated Science I

1.0 Credit

Required.

Students will study the basic elements and molecular structures as found in inorganic and organic materials. Strong study will be made of the Periodic Table and the classification of elements. Classification of organisms and the environmental systems will be researched. Students will be required to write, add to, and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

Integrated Science II

1.0 Credit

Required.

The course of study will explore more complex chemical compounds, living organisms' structure, and the interdependence of all living things within various environments. Students will be required to write, add to, and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

Integrated Science III

1.0 Credit

Required.

The course of study will explore more complex chemical products and patents, the evolution of living organisms, and the central issues of geopolitical facts and the natural environments. Students will be required to write, add to, and revise some of the work in their written portfolios. This portfolio will be part of their final assessment in the course.

AP Physical Science

1.0 Credit

Elective

Delaware State Standards in science related to chemistry and physics would be the basis for topics covered in this course. Topics include atomic structure, conservation of matter, acids & bases, periodic table, mixtures & solutions, and radioactive decay. Practical, hands-on laboratory experiences are a major component of this course in preparation for the AP exam.

AP Biology

1.0 Credit

Elective

The AP Biology course is designed for students after their successful completion of a first course in high school biology and one in high school chemistry as well. The course aims

to provide students with a conceptual framework, factual knowledge, and analytical skills necessary to deal critically with the rapidly changing science of biology. The percentage of coverage in three specific areas is as follows: 25% molecules and cells, 25% heredity and evolution, and 50% organisms and populations. Twelve laboratory exercises are required.

AP Chemistry

1.0 Credit

Elective

Advanced Placement Chemistry is for the student expecting to pursue a career in chemistry. Students must complete the prerequisites in both math & science. The course will focus on chemistry as a whole as it covers most aspects of inorganic, organic, nuclear, and biochemical studies while reviewing the chemical basics of scientific methods, gas laws, the atom, the periodic table, chemical bonding, reactions, analysis, and electrochemistry. The course will emphasize laboratory studies with individual and team research. Students must have sufficient writing ability to participate in projects to present scientific findings in publishable format. This course prepares students for the AP exam given in May for the purpose of obtaining college credit.

AP Physics

1.0 Credit

Elective

AP Physics is a science program designed to prepare accelerated students for future study in science, or engineering. The study will involve the basic laws and theories of physics, as well as applications of calculus. A detailed curriculum is available upon request. There is an emphasis on following directions: analysis and interpretation of data; accurate and logical observations; and independent and creative thought utilizing the scientific method.

WORLD LANGUAGES

Spanish I

1.0 Credit

Elective

During the first year, formal study is made of the basic points of Spanish grammar and simple materials concerning Spanish culture are read and discussed. The ability to speak and understand Spanish in everyday situations is emphasized. The oral practice is daily and reinforces the home study of vocabulary and grammar.

Spanish II

1.0 Credit

Elective

In the second year of Spanish there is a review of the grammar of the first year and a completion of the study of formal grammar. Reading selections are designed to provide insight into Spanish and Spanish-American culture. Oral-aural drills are used extensively early in the year, and later, discussions of the reading material and practice in conversational Spanish receive emphasis.

Spanish III/IV

1.0 Credit

Elective

The third and fourth year classes are conducted almost entirely in Spanish. While there is a review of formal grammar, emphasis is placed upon extensive reading, and oral and written plays are read aloud to increase speaking skill. Writing skills are also emphasized.

Spanish V**1.0 Credit****Elective**

Emphasis is placed on constant use of Spanish and a further study of Spanish literature and grammar. This course is comparable to Spanish at the post-secondary level and college credit can be awarded.

Note: Spanish 4 and 5 may be team-taught as a one-year, two-semester block course (2 credits) as an advanced Spanish communications and literature course. However, students may choose to take either level independently. The focus of this course will be to strengthen oral communications and sharpen awareness of the diversity of people and places where Spanish is spoken. Extensive exploration of literature, history, and culture is central to this program.

FINE AND PERFORMING ARTS**Band I****1.0 Credit****Elective**

This two-band course includes two components: A marching band (which performs predominantly in the fall) and a concert band (which performs from November to June). Membership is open to all instrumental students' grades 9 through 12, and an emphasis is placed on ACTIVE participation and performance. Students will also be required to study the various aspects of instrumental literature, assume the responsibility of developing a working knowledge of basic music theory, and develop their individual instrumental techniques to the fullest degree of competency. A mandatory band camp will be held in August in order to prepare for the marching season.

Art**1.0 Credit****Elective**

This is a general art course open to all grades and dealing with the elements and principles of good design, composition and the application of color theory. The student will create original work in a variety of media and examine man's artistic achievements through an accompanying text and slides. Design is prerequisite to all other art courses and must be passed with a grade of "C" or better in order to pursue subsequent work in the department.

Graphics**1.0 Credit****Elective**

Course will include traditional painting and the use of computer technology in creation of graphic art forms. The emphasis in this art course lies in the development of improved drawing skills accomplished by a variety of drawing techniques and media from pencil, charcoal and crayon to brush and pen. The student will examine the traditional subject matter of still life, landscape and the human figure by direct observation and will have the opportunity for personal interpretation through imaginative drawing. Works of the masters will be examined through prints, text and slides.

Chorus I**1.0 Credit****Elective**

This course is for students interested in performing in a vocal music ensemble. Students will also learn music basics, such as some music theory and history. As this is a

performance-based course, attendance at two evening concerts is a requirement.

Chorus II

1.0 Credit

Elective

This is a vocal music ensemble for the student seriously interested in quality musical performances. Prerequisites include previous experience in Chorus I (or similar school) chorus, audition, and/or director recommendation. Students will have an in-depth coverage of music history and theory, covering a variety of musical styles. This is a performance-based course and attendance and participation in two evening concerts is a requirement.

BUSINESS AND TECHNOLOGY

The Business Technology Department offers a program of study that is structured to provide students with critical knowledge and skills.

Computer Applications

1.0 Credit

Required

This course will introduce students to the integrated *MS Office* program, which is widely used in business. Students will learn basic and advanced functions of *MS Word* and *MS Excel*. *MS ACCESS* will be introduced. Computer word terminology is a component. This course will help students acquire the skills needed to pass the DMA computer literacy examination.

Publications and Spreadsheets

1.0 Credit

Elective

Students will learn the process of combining text and graphics using the computer to create attractive stimulating publications. They will learn to create documents such as newsletters, invitations, letterheads, and advertising materials. Students will then learn to transfer the skills learned in the publishing program to create effective documents in *MS Word* and *Excel*.

MILITARY SCIENCE

Naval Science 1

1.0 Credit

Required

Naval Science 1 introduces students to the precepts of citizenship, the elements of leadership, and the value of scholarship in attaining life goals. The course is also designed to engender a sound appreciation for the heritage and traditions of the United States of America with focus on the historical significance of sea power. An emphasis on the development, in each cadet, of a sense of pride in his/her community, school, unit, associates, and self is a predominant theme throughout the course. These elements are developed from a fundamental level. Participation in numerous extra-curricular activities and field trips sponsored by the NJROTC is highly encouraged.

Naval Science 2

1.0 Credit

Required

Naval Science 2 builds on the general introduction provided in Naval Science 1 and further develops the traits of citizenship and leadership in students. It will introduce cadets to the technical areas of naval science study and will engender a deeper awareness

of the vital importance of the world oceans to the continued well being of the United States. Participation in numerous extra curricular activities and field trips, though not required, is highly encouraged.

Naval Science 3

1.0 Credit

Required

Naval Science 3 further develops the trait of leadership in cadets and introduces cadets to the vital importance of military justice and international law. Advance instruction in areas of astronomy, meteorology, and navigation skills will compliment instruction in sea power, national security, and naval history. Hands on leadership skills will be developed through cadet involvement in teaching new cadets drill, motivating them in proper uniform care, and managing unit activities. Participation in and leadership of extra-curricular activities sponsored by the NJROTC unit, though not required, will be very highly encouraged.

Naval Science 4

1.0 Credit

Required

Naval Science 4 culminates the Naval Science Leadership experience. The course work and the companion course of Uniformed Services and Peer Mentor/Mediation will place the individual cadet in direct management and leadership positions in the NJROTC unit. This course is limited to those cadets who have completed the first three Naval Science courses, and is therefore offered to seniors only. Cadets will be required to prepare training plans, operation plans, and management plans to carry out every function of the NJROTC program, including preparing lesson plans for training other cadets in drill and some academic areas. The problems and ethics of leadership and management will become of major concern to the senior cadet leaders.

Naval Science Drill and Ceremonies

1.0 Credit

Required

Naval Science D & C is a concurrent course with Naval Science 1 which will provide cadets the opportunity to learn the basics of leadership and discipline as applied to individual and squad military drill and athletic (field day) competitions. The course stresses individual responsibility, teamwork, and high standards of personal conduct and appearance. Military ceremonies; their concept, procedures, and implementation; will be taught. Cadets will learn the proper procedures for conducting flag ceremonies, and how to properly display the national colors. Cadets will learn the skills to allow them to participate in unit competition in drill, color guard, honor guard, orienteering, marksmanship, and athletic teams.

Naval Orientation and Navigation

1.0 Credit

Required

Naval Orientation and Navigation is a concurrent course with Naval Science 2, which will develop specific skills in the cadet in the areas of practical seamanship and navigation. This course will highlight military courtesies, rendering honors, and duties of the naval officer. Specific training in navigation will supplement the student's knowledge of basic land and sea going navigation.

Leadership Seminar/Military Skills

1.0 Credit

Elective

Naval Science Leadership Seminar/Military Skills (concurrent course with Naval Science

3, provides cadets with the opportunity to practice the elements of leadership, to expand drill and ceremony skills, and to refine leadership skills. Principles of navigation and basic seamanship will be developed and ethics of leadership will be discussed in seminar discussions of actual leadership dilemmas faced in modern times by junior officers of the armed services. Participation in and leadership of extra-curricular activities sponsored by the NJROTC unit, though not required, will be very highly encouraged.

Leadership Practices/Uniformed Services 1.0 Credit Elective

The Uniformed Services program offers introduction to the careers, job-shadowing and possible Senior employment in a governmental agencies such as police, fire, postal service, or forest service. Although the main focus of DMA is directed towards military careers, students in this course will examine the possible career fields of uniformed government work.

Leadership Practices/Peer Mentor/Mediation 0.50 Credit Per Year.

Students in this course are assigned to ninth-grade classrooms to act as mentors and as academic tutors. Students may choose the subject area in which they wish to tutor. A training program for peer mediation is also an integral component, as student mediators work on peer conflict resolution process.

Leadership Practices/Health-Related Fitness 1.0 Credit Required

Health Related Fitness incorporates a required freshman health education offering and a lab oriented physical education course. The Health Related Fitness lab approach is a proactive curricular effort designed to educate students about health and wellness choices relative to their own physical activity and person well-being. A conscious effort to incorporate activities that promote valued and positive lifestyle choices, coupled with fitness skills, attitudes, and knowledge are stressed. Improvement rather than achievement are the focal point of the instructional process.

THE EDUCATIONAL PROGRAM AT DELAWARE MILITARY ACADEMY

b. Provide evidence of the school's curriculum aligning with the State Content Standards and State Performance Indicators (or comparable indicators). Indicate how instructional strategies are consistent with school's curriculum.

DMA Course-work Alignment With Delaware Content Standards.

Delaware Military Academy will base all curriculum development on the Delaware Content Standards for language arts, mathematics, social studies, and science.

Teachers' lesson plans will be examined monthly. All lesson plans and outlines must identify the standard(s) being addressed in the particular class or course. Teacher evaluations, both class observations and annual performance assessments, will reflect instructor's ability to accurately interpret and formulate class instruction that supports

student knowledge and skills needed to meet Delaware's Content Standards.

The outline of the Content Standards will be posted in all classrooms. Teachers must address how their course and requirements for student work will address particular standards. Teachers will identify the content standards in introductory letters to parents at the beginning of the school year and at the Open House.

Upon completion of coursework in a particular grade, all Delaware Military Academy students will meet or exceed the assessment scores of 3.0 in all content areas on the DSTP Assessments. The DSTP will help us measure how well our students are performing against the standards established by Delaware educators, parents and community. Test results will help us identify student strengths and individual learning needs. They guide teachers as they enhance instruction.

SAT 9 Assessments will be administered to students in ninth-, eleventh- and twelfth-grades. The results of those tests will help the individual student identify areas of mastery and areas of need in meeting the Delaware Standards. The group results will help DMA instructional staff modify their curriculum to better service their student cadets.

In addition to the DSTP and SAT 9 writing prompts, DMA will administer its own writing prompt each Fall to determine student individual needs and to provide students with feedback to identify strengths and weaknesses.

Standards provide a framework for setting high expectations for our students. They define what DMA students should know and be able to do as they move from grade to grade. They also help teachers improve curriculum and teaching methods. The Academy's job is to ensure that all students strive for the highest academic performance possible.

DMA INSTRUCTIONAL STRATEGIES

DMA is dedicated to developing leadership and discipline in our students. Instructional learning must be student-centered, student-directed (with teacher as facilitator), and in many situations, a collaborative effort to achieve academic success.

Instructional staff will be recruited that have substantive experience in student-centered learning, varied classroom organizational patterns (teaming, cooperative learning, etc.). Reading materials in language arts and social studies will provide a balance of traditional literature and historical text along with quality non-fiction materials so that students may better develop as critical readers of information as well as literary texts. All subject areas will require reading and written assignments in varied writing modes to allow students to communicate in different genre and vehicles for specified audiences. Areas, such as science and mathematics will require inquiry-based instructional models where students work individually or in groups to study a situation or challenge, to develop problem-solving techniques, to gather their own resources and assess their own progress.

The portfolios would be one vehicle to provide students the opportunity to determine what is their best work and how they best faced and answered a challenge or assignment. Classrooms will be set up to accommodate student discovery, discussion, and learning.

The curriculum offers a wide variety of courses to enable all students to build on their individual learning style (Howard Gartner's Eight Types of Intelligence). Teachers will use one standard software package (such as "Making the Grade") school-wide to record grades and attendance. Student grades must reflect a balance of class participation, homework, and unit test grades. Normative exams will be purchased and scheduled in math and science to determine the quality and balance of instruction from teacher to teacher, class to class.

DELAWARE ACCOUNTABILITY ACT OF 1998

1. Administrators -

All DMA administrators will participate in the ongoing staff development opportunities provided through the Delaware Department of Education (DDOE) and the Delaware Association of School Administrators (DASA). Every year, administrators should show evidence of staff improvement to the governing board of professional development and research including national conferences and state training programs. Part of administrators' assessment will be the central component of staff development.

Administrators will be accessible to students, teachers, parents and community leaders. They will use assessment data to help faculty and parents to determine school needs and future plans for instructional improvement. An extra time program will be provided by administration both after school and on Saturday mornings to help students who are at-risk. Decisions on changing or altering the educational community should be on a shared decision-making process by the DMA representative board.

2. Instructors-

On-going, high quality professional development for all educators is necessary to insure quality instruction. The State of Delaware is now redesigning the teacher assessment system to better support classroom instruction. We will use the existing DPAS appraisal system until the new tool is completed. The DMA instructional assessment will also include multiple measures of educator performance such as lesson plan registers, grade reports, a portfolio of teacher/parent and teacher/student correspondence, etc. Administrators will promptly and comprehensively complete summative assessment of all staff with due process.

DMA will establish a faculty peer assistance committee, which will have a triple role. **First**, it will provide a quality new teacher mentoring/induction program for all new staff. **Secondly**, the peer assistance committee will improve the performance of ineffective educators through the provision of necessary supports. In collaboration with the instructional staff, DMA will reward successful teaching skills and knowledge, and will plan events to publicize distinguished efforts in the classroom. **Thirdly**, the peer

assistance committee will work with the DMA school administration to identify school and individual teacher needs in order to plan ongoing, effective staff development events. All instructors will be encouraged and will be provided monetary incentives to successfully prepare for and become certified in the NCATE national certification program to assure quality instruction in our school. Individual Improvement Plan, developed with school administration and department chairperson, will enable the individual teacher to plan annual and long-term goals in improving the quality of instruction and competence.

3. Students -

DMA students are expected to make daily attendance at school a priority. Be in proper uniform, on time, and properly prepared for their classes. They should have all necessary reading, computation, and writing materials in good working order. Homework assignments must be completed promptly and completely with the necessary time and effort. Students should feel free to approach their teachers to arrange extra help on course challenges. Students will be accountable to see that they take full advantage of the varied resources and programs at DMA in order to be successful in all areas, academics, athletics, military studies, and leadership roles. Students should participate actively in the classroom and in extracurricular activities sponsored by the school.

DMA maintains a high standard of behavior for their students based on respect for self and others. Students are expected to act in a courteous, respectful, and orderly manner at all times.

In accordance with the philosophy of the academy, students are personally responsible for meeting the academy's expectations. Any behavior, in or out of school, which is in opposition to the values of the academy, may result in disciplinary consequences in school.

4. Parents/Guardians -

DMA believes that student academic achievement requires a full and active partnership of parents with teachers and administrators. Unfortunately, nationally, many parents stop coming to school on a regular basis when their child enters high school. Psychologists concur that it is some of the most important time for parents to stay involved with their kids. Parents/Guardians will need to stay close to their children to make sure the students are getting enough food/rest and that they are properly prepared for school. Parents/Guardians should keep regular contact with teachers and administrators to monitor their child's progress. Be sure their child is in school every day unless he/she is ill. Check homework. Help as much as they can and call the school if they have questions or need help. Set high expectations, just as DMA and teachers will. They should provide information about medical needs family crisis, etc. that may impact their child's progress. With proper and timely notification, parents/guardians must attend all scheduled school meetings, such as IEPs, IIP's, and 504 plans, that involve their child's education. A parents' presence at extracurricular events is strongly encouraged to support their child's efforts. Parents should feel free to contact the school by email or

voice mail whenever there is a concern (or a compliment!).

A parent office will be established for PTA/Boosters Club Organizations, etc. to help parents feel at home in our school. The office will be "user-friendly" for staff, parents, and students. At Delaware Military Academy we are all in education together!

DMA TEACHING METHODS

Teachers will have to plan accordingly since half of the DMA school day is block A/B scheduling and half is traditional. A wide variety of activities that address the varied learning styles of each student should be evident. Reading, writing, and mathematics are addressed throughout the curriculum. Everyday there will be opportunities for students to read, write and calculate in varied settings and subjects.

Classroom organization must be varied with student-centered learning; individually, in pairs, in cooperative groups, and in whole-class instruction.

Technology must be integrated into everyday instruction. Teacher and student presentation should involve *PowerPoint, Microsoft Word and Excel*. Multimedia information should be varied with software, Internet, videos, audiotapes, graphics, and print media. Students (and teachers) must learn to be facile with technology and find multiple ways to integrate the tools in education.

Learning must be student-centered. Students learn by doing and experimenting. They learn by collaborating in ways that keep them accountable both individually and to the group. Students will learn when instruction that is offered is relevant and understandable.

Teachers must have and take opportunities to visit each other's classrooms. Thus, the learning can become integrated by references to other subject areas. Students can make better connections between math and science, between social studies and English, when subjects are integrated. Teaching and learning must reflect a balance of holistic approach and acquisition of essential facts. Students need the big picture and the smaller incremental steps as well.

Teachers and administrators must find ways to breakdown the classroom walls. Effective use of the Internet and email, substantive class trips, and outings all bring education alive and memorable. Teachers will need to know when to use directed instruction and when to use student-generated research and presentations. Teachers must develop a positive attitude towards learning by referring to DMA as a place where they will learn things that are interesting, important, fun, and necessary.

available and read consistently to monitor student progress and the effectiveness of classroom instruction.

c. Describe how the curriculum approaches are consistent with the assessment strategies that will be used.

The curriculum is designed to ensure that students master competencies prescribed in standards while also accommodating multiple learning styles and engaging students as active learners.

The goal of assessment at DMA is two-fold: 1) provides feedback to students, families, and teachers on student learning, including recognizing strengths and talents and identifying learning gaps before they become a major factor in a student's failure to progress; and 2) assure that students are on-track for promotion to the next grade based on the requirements of Delaware Law. A variety of assessment tools, including student portfolios, traditional classroom tests, projects that demonstrate mastery of performance indicators, and standardized tests will be used. As a Delaware public school, DMA will utilize all tests and other assessment tools developed by the Department of Education in connection with the Delaware Student Testing Program. Details of assessment tools and timetables will be determined as a specific curriculum is developed; these practices will be shared with both the Red Clay School District and will become part of the Family Handbook.

d. Describe how the educational program will address students with IEPs and/or accommodation plans.

Because DMA is committed to educating a diverse student body, special attention will be paid to integrating students with special needs into the student body. DMA will meet all State and Federal guidelines for educating students who need services under the IDEA or Section 504 of the Rehabilitation Act of 1973 and will participate in the regular classroom and participate fully in the school's academic and assessment program in accordance with their IEP or accommodation Plan. The Academy building will be designed and/or modified to assure accessibility both by students and parents as required by law.

e. Describe the school calendar and hours of operation. Provide the calendar for the first year of school operation.

Details of DMA calendar and hours of operation will be determined in our transition year, in negotiation with staff, and will meet or exceed all requirements of Delaware law. Beyond the formal school year, students/families will receive a Summer Program and Boot Camp to encourage them to maintain skills over the summer and to explore non-curricular areas. Staff will receive additional pay for participating in after school and

summer programs and parents will have to pay for this additional and optional instruction.

f. Describe any other features of the school's educational plan (including special materials or focus on technology) which will aid the reviewers in understanding the unique nature of the school.

The NJROTC curriculum promotes patriotism and develops the characteristics of responsible citizenship while providing an opportunity for high school students to learn the basic elements and requirements for national security. By exposing students to an academic and an active physical syllabus throughout the four years, students develop a high degree of personal honor, self-reliance, and individual discipline, and leadership. Students progress from an introduction to the NJROTC program and principles of leadership to shipboard indoctrination, sea power, and naval history. Included in the curriculum are specialty areas such as oceanography, seamanship and navigation, meteorology and weather, survival/first aid, international law/military justice, astronomy, naval operations and communications, intelligence, and naval electronics. Training in military drill develops respect for authority and promotes habits of orderliness and precision. In NS 4, students will further develop leadership skills by instructing more junior NJROTC classmates and participating in small group leadership seminars.

7. PERFORMANCE OBJECTIVES AND ASSESSMENT TOOLS

List the school's academic objectives for student learning for the initial three-year charter period and their relationship to the content standards set by the State Board of Education. Indicate the specific measurable performance targets on each objective for each of the initial three years of the charter.

DMA academic objective is to exceed all state of Delaware content standards. See section 6 for a description of the performance standards and objectives of DMA. We will develop a performance agreement with the Red Clay School District. The Performance Agreement will set reasonable goals for the DMA, considering our objectives.

ADMISSION POLICIES AND PROCEDURES

8. STUDENT RECRUITMENT

What is the plan (including timetable) to be used for recruiting students? How will the school publicize its program and admission procedures? How will the school ensure fairness in recruitment and admission of students? How will the school recruit a sufficient number of students to be financially viable?

Delaware Military Academy will engage in an aggressive publicity campaign as soon as the charter is approved. The first step will be preparation of literature describing the distinguishing curriculum and operations of the Academy and outlining expectations for teachers, parents, and students of Delaware Military Academy. Members of the organizing committee, board members, and management of the academy will disseminate information through every possible forum, emphasizing those that address the local community. This may include local organization meetings, telephone surveys, radio and newspaper advertising, radio talk shows, direct mailings, and community meetings.

The advertising process will begin with the publication of the application procedure and timeline. This will be done in *November 2002*. The initial application period will be *one month* at which point a lottery will be held if necessary. The Board believes that parents will want to know within a relatively short period of time after the initial application whether or not their child has been admitted.

Admission to DMA will not be limited on the basis of intellectual ability, measures of achievement or aptitude, athletic ability, disability, race, creed, gender, national origin, religion, or ancestry.

Once families are notified of acceptance, they will have thirty days to notify DMA of their intention to attend. Should the family not respond in that period of time, it will be assumed that the family has declined to attend. At that time another student's name will be selected from the waiting list.

DMA will be open to any child who is qualified under the laws of the State for admission to a public school who wishes to benefit from an innovative educational program. Admission may be refused to any student who has been expelled or suspended from a public school until the period of suspension or expulsion from a public school has expired, consistent with the requirements of due process.

All students enrolled will be automatically re-enrolled the following year unless the parent has withdrawn the student.

A student may withdraw from DMA at any time by notifying the Academy office and completing a withdrawal and record transfer form.

9. STUDENT SELECTION

What is the plan for selecting students if more students seek admission than space allows?

The DMA will actively recruit a diverse student population from the district and surrounding areas who understand and value the academy's mission and are committed to the academy's instructional and operational philosophy. Admission to

the academy shall be open to any resident of the State of Delaware. Prospective students and their parents or guardians will be briefed regarding the Academy's instructional and operational philosophy and will be given a copy or summary of the academy's student-related policies.

If more students seek admission than space allows, a lottery (random selection process) will be held for oversubscribed grades. In cases of oversubscription, students will be placed on a waiting list in the order drawn.

The lottery will be performed by an impartial individual to assure that the process is handled in an equitable manner. Separate lotteries will be performed for each grade level. Identically sized index cards will be prepared with the applicant's names and grade level. The cards will be randomly drawn, and filed in the order of drawing. Once all available seats for a given grade are filled, names drawn subsequently will be entered on the waiting list for admission to that grade level in the order in which they are drawn.

10. STATE AUTHORIZED SELECTION CRITERIA TO BE EMPLOYED

State law prohibits charter schools from restricting admissions except for a limited number of circumstances that are specifically permitted by Del. C., Title 14, and Section 506(3). Which, if any, preferences authorized by this statute does the school propose to use? If more than one preference will be used, describe how the various preferences will be employed.

The state charter legislation permit a number of criteria to be used for student selection, but federal startup funds only allow students to be selected by lottery. If the school is oversubscribed, students will be selected by lottery only.

In compliance with Del. C. Title 14 section 506, preference will be given for students:

- a. Who are children of full-time employees
- b. Living within a 5-mile radius of the academy
- c. Who are siblings of current students
- d. Who are children of the founders

11. ACCOMMODATIONS FOR AT-RISK AND SPECIAL EDUCATION STUDENTS

How will the school accommodate at-risk and special education students? What is the plan for ensuring that the school will be in full compliance with current IDEA law as revised in 1997, including but not limited to: evaluation, re-evaluation, accommodations, and having certified special education teachers prior to the admission of students.

At-risk and Special Education students will have their needs identified and addressed by certified special education specialist, teachers, and staff of the school. Parents of these students will be involved in the assessment and individual program design. No student with a disability will be discriminated against. Contact will be maintained with the Department of Education Specialist in accordance with IDEA requirements. Services will be provided in accordance with an IEP for each disabled student and meet all procedural safeguards such as parental consent and written prior notice.

ADMINISTRATIVE/MANAGEMENT OPERATIONS

12. GOVERNANCE: BOARD OF DIRECTORS

a. *What will be the roles and responsibilities of the board of directors?*

The roles of the board and that of the Academy management are distinct. The roles and responsibilities of the board are to:

1. Define the Academy's mission.
2. Adopt the bylaws of the Corporation.
3. Determine the general policies and strategic planning of the Corporation
4. Establish the annual budget and approving major expenditures.
5. Ensure that the school's charter is adhered to by management.
6. Selecting projects and approves the overall budget of said projects.
7. Approve assessment measures and performance standards.
8. Provide ongoing support and oversight of the academic program and performance of the Academy.
9. Approve the annual financial statements of the Corporation.
10. Approve the annual reports of the Corporation.
11. Elect officers and fill vacancies in said offices as may occur from time to time during the year.

b. *How will new board members be recruited and prepared to fulfill their responsibilities?*

The board recognizes that the Academy will need a wide range of expertise to succeed. Accordingly, it is contacting community leaders in business and not-for-profit organizations whose complimentary talents, knowledge and skills are matched by a dedication to serving students. These board members will undergo board training as is provided by independent consultants, or when possible, by the State Department of Education.

The founding Board intends to expand to a maximum of fifteen members. At least one Board position will be held by a parent of an enrolled student. In addition, two teachers will also hold a Board position, at least one of which will be a military science teacher.

- c. *What will be the internal form of management to be implemented at the school, including any plans to contract with an outside group to manage the school? If there are plans to contract with an outside group, identify the group, describe the relationship between the group and the board of directors, and outline the services the outside group will be providing. If an outside group is used to manage the school, a copy of the proposed management agreement with that group will be required at a future date.*

No management agreement has been established with an outside group and no relationship exists between any member of the board and any such firm. The DMA will be managed internally by a Commandant and Director of Operations employed by the academy. Management is primarily responsible for the day-to-day operation of the academy.

The roles and responsibilities of management are:

- Managing, operating, and administering the Academy on behalf of the Board
- Communicating the Academy's goals to the staff
- Ensuring that the staff adheres to the Academy's charter
- Hiring, firing, and establishing performance milestones for the staff
- Reviewing academic programs instituted by management
- Formulating and managing the budget
- Recruiting students and staff
- Developing funding sources
- Generally taking such actions as are necessary to properly and efficiently operate a public school.

- d. *How will teachers and parents be involved in decision making at the school?*

Parents and teachers will be fully engaged as partners by serving on the academy Advisory Council, on standing committees and as volunteers in the academy and classrooms. The academy Advisory Council will consist of parents elected by the parents of children attending the Academy and will include teachers elected by the staff. Community members may also be members of the Council. Parents will constitute the majority of members. The Council will play a vital role in advising the Commandant on academy policies and programs.

DMA believe in a parental involvement and participation. We encourage parents to be active in our Parents' Association/Booster Club, and to regularly attend Parent-Teacher Conferences. Parents are welcome at any time to observe a sports event, monitor a class, or assist in special projects. Volunteering is essential to improving education. Parents are encouraged to find out the many different ways they can volunteer in the academy from mentoring individual students to chaperoning events.

We believe in parents and grandparents' love, care, and concern for children. Parents who entrust their child to our Academy depend upon us to reinforce that love and care. DMA believes one of our primary responsibilities is to create an environment that approximates a loving and caring home and family atmosphere.

We believe our teachers will be the heart and the soul of DMA. We believe their influence on their students will be a lasting one. Teachers at DMA understand that life is tough but the future is tender. Therefore, they will teach with a love that is tender but tough. Aside from their love and guidance, the primary gift that our teachers will give a student is a superior education. The influence of a teacher can last forever. At DMA teachers will believe in themselves and their students.

One parent and two teachers will hold positions on the Board of Directors.

The Parent Teacher Organization (PTO) is open to all parents and teachers. It is expected that all parents and teachers will be members of the PTO. The PTO will promote participation in academy activities including volunteering, fundraising, nomination of parents and teachers to the Academy Council, and social activities to bind the community and foster a family friendly atmosphere.

13. STAFFING

- a. *What is the proposed size of staff that the school will have in each of its first three years of operation?*

YEAR	STUDENTS	TEACHERS	ADMINISTRATIVE	CLERICAL
2002-2003	0	0	2.0	1.0
2003-2004	300	17	6.0	2.0
2004-2005	350	19	6.0	2.0
2005-2006	450	24	6.0	2.0

The Academy Commandant and some of the management staff will be supported by charter school initiation funds from the state. Funds will be raised before September 2002 to support additional staff during the 2002-2003 planning year.

- b. *List the staff positions and indicate the full-time equivalence for each position for the first year of school operation.*

ADMINISTRATION

Academy Commandant (full time) – hires and fires teachers and staff. Liaison to the Board of Directors.

Director of Operations (full time) – recruits teachers, staff, and students and raises funds. In charge of all administrative activities.

CLERICAL AND CUSTODIAL

Administrative Assistant/Bookkeeper (full time) – Assists the administration in carrying out its duties. Keep the books. Serves as secretary when the secretary is absent or overwhelmed.

Secretary/Receptionist (full time) – answers the phone, responds to visitors at the front desk, assists the teachers where required with suitable tasks.

Custodians (three- full time) – clean the physical plant and maintain grounds.

- c. *What is the plan for having certified special education teacher(s) available for students with disabilities?*

Since the number and kinds of special education needs will not be known until the student body is established, a more specific plan cannot yet be implemented. In the event that services cannot be provided internally, the academy will contract with certified special education providers to meet the requirements of the student's IEP.

- d. *What will be the criteria and timeline to be used in the hiring of teachers, administrators, and other school staff?*

Hiring of the Academy Commandant by the founding board will commence as soon as the charter is awarded.

- e. *Will the school hire Delaware certified teachers? Will any non-certified teachers be hired? If non-certified teachers will be hired, what will be the procedures to ensure that the non-certified teachers are participating in alternative certification programs if available?*

The academy intends to hire Delaware certified teachers. In the event that the academy must hire a qualified candidate who does not possess Delaware

certification, the academy will follow the State's alternative certification procedure and/or work with the State to obtain certification. In the case where no "qualified alternative certification" program exists, the academy will not exceed the statutory limit of non-certified teachers.

f. *What will be the teacher/student ratio of the school?*

The student teacher ratio will be 20:1.

g. *What will be the human resources policies governing; salaries, contracts, hiring, and dismissal?*

Salaries and contracts are offered to the Commandant and staff on an individual basis. Compensation will be commensurate with knowledge, experience and performance. The Academy expects to offer salaries that are competitive with the local public school salaries.

h. *If the school plans to operate outside of state benefit and retirement systems, what benefits will the school offer its employees (including health insurance and retirement)?*

Not applicable.

14. INTERNAL FINANCIAL CONTROL

What internal controls will be used for budgets and financial records?

The academy personnel will maintain proper financial records according to the requirements of the State's reporting systems. The academy personnel will report on a regular basis to the Board of Directors as to the academy's budget vs. actual expense. In addition, annual financial reports, enrollment reports, reports concerning federal grants and entitlement programs, and any other reports that affect the academies finances will be supplied as required.

The Board will review, edit, and approve budgets as part of its regular meeting schedule.

Yearly audits will be performed by a qualified C.P.A.

15. FACILITIES

- a. *Where will the school be located? If a specific site has not been identified, indicate the proposed location of the school.*

The Delaware Military Academy will be located on Middleborro Road, Newport, DE 19804.

- b. *If a site has been identified, describe the site and how it will be suitable for the proposed school. Will the site be purchased or leased? When will the school's board of directors have direct control of the site?*

The site is 4.3 acres on Middleborro Road, Newport, De and backs up to Banning Park. The Academy will be built and leased by the Board of Directors approximately March 2003.

- c. *Are the facilities in full compliance with all applicable building codes for public schools and are they accessible for special needs students? If the site needs renovation, describe how the facilities will be renovated.*

The facilities will be in full compliance with state and local building codes regarding public schools. All ADA requirements will be met by the facility and will meet all fire safety codes for such buildings.

- d. *What funds will be needed to acquire (purchase or lease) the facilities and ready them for school opening? What are the plans for obtaining these funds?*

Substantial funds will be required to acquire and remodel a new facility. The goal of DMA, in line with the motivation behind charter legislation, is to provide a high quality education by using local and state government funds... only for operating expenses, not for capital expenses. Given this, fundraising activities began before this application was submitted. We plan on raising sufficient funds, estimated to be \$1,011,451, from local foundation and corporate donations. The goal is to have this funding in place by the summer of 2002 so that negotiations can commence on facility development.

16. TRANSPORTATION

- a. *Will the school provide transportation or will the local district be asked to provide transportation for the school's students? Describe the plan for providing transportation to all eligible students.*

Because it is unlikely that DMA will be able to align its calendar and daily schedule with the local district, the Board is working under the assumption that it will contract with a local busing company to provide transportation for all eligible students. (In the event that such coordination proved possible, the Board would consider using district-provided transportation.) The Director of Operations will be responsible for the development and implementation of the transportation plan and establishing the specifications for the bidding process.

The academy will publicly bid for the transportation services, and the selected vendor will be required to follow state guidelines including:

- Obtaining the same level of collision and liability insurance as required by contractors on regular public school routes.
- The academy shall set up random and post-accident drug/alcohol screening.
- The academy shall maintain driver and training records.

b. *How will students who reside outside the district in which the school will be located be transported to the school?*

It is anticipated that most students in the Academy will live within the Red Clay School District. Parents or guardians of students who reside outside the area covered by the academy's transportation reimbursement will be required to transport students to either the academy or predetermined drop-off points within the transportation boundaries.

c. *How will special needs students be transported?*

The Academy will provide transportation services to special needs students according to the requirements of each student's IEP. Where possible the Academy will transport special needs students with regular education students. However, when necessary, the Academy will contract for specialized transportation services.

17. SCHOOL MEALS

The Academy will offer a hot lunch program that meets the requirements of National School Lunch Program. The school facility will include a cafeteria to serve lunches. An independent contractor will prepare lunches accordance with state and federal requirements.

The serving area used will comply with all health regulations.

18. START-UP ACTIVITIES

What administrative tasks will be undertaken between approval of the charter and school opening? Describe the tasks, how they will be accomplished, who will accomplish them, and the timetable on which they will be accomplished.

The tasks outlined below are the responsibility of the board and will be assigned to the management and parent groups, as appropriate.

TASKS & MILESTONES	Month from Charter Approval - April 2002																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Fund Raising	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Marketing Literature	x	x	x															
Select Sites	x																	
lease 5,000 building											x	x	x	x	x	x	x	x
lease 15,700 building														x	x	x	x	x
Hire architect	x	x	x	x	x	x												
Design	x	x	x	x	x	x												
Construction					x	x	x	x	x	x	x	x	x	x	x			
Furniture/supplies													x	x	x	x	x	x
Select Commandant	x																	
Select Management	x	x	x	x														
Select Teachers					x	x	x	x	x	x	x	x	x	x	x	x		
Select Students												x	x	x				
Staff training																x	x	x
School Starts																		x

The board of directors will meet monthly during the start-up period to assess progress on these tasks.

19. *What costs is projected for the twelve-month period prior to school opening? What will be the source(s) of funds to cover these costs?*

The projected costs for the year prior to school opening are summarized as follows:

PERSONNEL COSTS

Academy Commandant – It is anticipated that the Academy Commandant will be the first employee of the DMA, and that he will be hired effective 7/1/2003. The expense projected for the startup year for this position is therefore \$22,000.

2.
second employee
hired 4/1/2003

Director of Operations – It is anticipated that a second member of the Administration Team will also be added effective 4/1/2003. The expense projected for the startup year for this position is \$40,000.

Clerical position – An administrative assistant will be hired to assist the management staff. The expense projected for the startup year for this position is \$11,000.

Custodial – It is anticipated that a custodian will be needed the month prior to opening in September. The expense projected is for one month at \$1,500.

Other employee costs (OECs) at 17.81% of payroll, and health insurance at \$5,600 per year per full time employee are included in the projection of development year costs.

School Incorporation and Federal Tax Exemption

The tasks of incorporation and application for federal and state tax exempt status are underway. The cost for legal and application fees is \$2500 and is included under legal expenses in the planning year on the Budget Worksheet.

Public Information Campaign

A major function performed during the planning year is the development of informative literature used to recruit potential students and staff and for use in solicitation of charitable contributions. Costs for printing and publishing are estimated at \$5,000 and postage is estimated at \$1600. An additional \$5,000 is estimated for advertising and costs associated with staff recruitment and telephone/communications costs are estimated to be \$1,200.

Facility and Site Development

Projecting the costs associated with the facility is very subjective. To a large degree the arrangement made for a facility in which to operate DMA will dictate the level of external funds required, either in the form of loans or charitable gifts. The presentation in the budget worksheets assumes that two facilities will be leased for a total of \$292,800 a year. An additional \$1,011,451 is budgeted during the planning year for site and facility development. Included in this estimate are costs of architectural and design fees, tenant fit out, computers, furniture and a library. The entire cost of the building and furnishings is assumed to be incurred in the planning year (i.e. it is not financed).

Other

To provide for unanticipated expenses and to provide for conservatism, a \$50,000 contingency expense is projected for the planning year and a \$100,000 contingency expense is projected for the operating year.

Funding

Funding to cover planning year costs will come from a federal charter school grant, and from private fundraising. Federal startup fund grants are conditioned upon defining a development plan, and cover only specified startup costs. The DMA Board will approve the development plan, and ensure any funds received are spent in accordance with any conditions specified by the terms of the grant. The remainder of funds for the planning year will be provided through fundraising activities and private donation.

- b. Are there plans to conduct any fund-raising efforts to generate startup capital or to supplement the per pupil revenues from the state and local districts?*

The Academy plans to seek funds and other resources from private donations, businesses and foundations in the community and on a national level in order to offset expenses and provide for the possible facility and program. However, as the budget shows, the Academy is capable of operating within existing per pupil and federal allotments.

- c. Will there be other sources of revenue in addition to the state and local entitlements?*

The Academy expects to receive federal per pupil entitlement funding that is equivalent to that currently received by the local school districts. The budget assumes a federal per pupil funding amount that is proportioned according to the assumed student counts for each sending district.

The Academy will also apply for grants such as Eisenhower Math and Science grants and Walton Foundation Grants, etc.

- d. What will be the budget for the school (please use the attached budget worksheets)? Note: state and local revenue estimates may be obtained from the Education Specialist for School Accounts at the Delaware Department of Education (302) 759-4664. The applicant must attach as an appendix, a copy of the original budget revenue estimate from the Department of Education to verify the figures on which the proposed budget has been based.*

The budget worksheets and the original budget revenue estimate from the Department of Education are attached as Appendix B. The summary budget for the planning year and the first three years of operation in the format provided in the state application package are also in Appendix B. Subsequently, are pages showing the breakdown of the summary budget and details of the underlying assumptions.

Some additional clarifying comments:

REVENUE ITEMS

State and local revenue items were provided by Jerry Gallagher of the Delaware Department of Education, based on enrollment assumptions of 300 students in the first year, 350 in the second year, and 450 in the third year. The funding provided is based on the current state funding formula. As an additional measure of conservatism, no inflation adjustment is made to the funding estimates for the second and third year of operation.

PERSONNEL EXPENDITURES

First year personnel expenses are projected based on the following annualized salaries: Academy Commandant, \$90,000; Director of Operations \$80,000; 8 classroom teachers at an average annual salary of \$41,000; One Physical Education teacher \$41,000; one Music teacher \$41,000; One Foreign Language specialist \$41,000; an art teacher \$41,000; four Naval Science Instructors at \$41,000; one Guidance Counselor at \$41,000; a full time nurse at \$50,000; one administrative assistant/bookkeeper at \$30,000; one secretary/receptionist at \$22,000; three custodians at \$18,000 each. Additionally, it is assumed there will be one part time teacher aide for every two-classroom teachers. This will provide each classroom teacher with approximately two hours per day of teacher assistance.

Personnel expenditures are assumed to grow at 3% per year for the next two operating years.

In the second operating year two additional classroom teachers are added (average salary \$42,230). Additional teacher aides will be added based on the formula above.

Substitute pay is based on classroom teachers missing an average of 8 days per academic year for illness and professional development. The substitute's pay scale is projected to average \$100 per day.

In the third year the following positions are added: five classroom teachers \$43,496 each; two Naval Science Instructors at \$43,496 each; additional teacher aides as per the formula above.

It is anticipated that the DMA will have a year end merit compensation plan, which will provide for additional compensation of up to 10% of base salary for teachers and administrators. The level of the bonus will be recommended by management for approval by the Board of Directors and will be dependent on

availability of funds, and the success of the staff in meeting defined objectives for the year. Specifics of the plan are to be determined in the planning year. Budget costs assume the expense level is 10% of base pay, and that 90% of teachers and 100% of administrators are eligible to receive the bonus payment.

Other Employee Costs are based on formula provided by the Delaware DOE. The sum of costs for Pension, FICA, Medicare, Worker's Compensation, and Unemployment Insurance is collectively projected at 17.81% of salary. Health Insurance Costs are estimated at \$5,600 per full time employee.

STUDENT SUPPORT

Transportation costs are projected at the level of funding provided in state revenue estimates.

As previously mentioned, DMA will contract with a professional food service provider. Meal charges and the National School Lunch Program will cover other cafeteria operating expenses.

The number of computers purchased provides for one computer for each teacher and administrator, including the administrative assistant, plus 20 more for the computer lab and library.

NJROTC PROGRAM SUPPORT

The selection of the Academy as a host for the NJROTC Program will result in a considerable benefit to the cadets in curriculum, material, and monetary support directly related to the implementation of the NJROTC Program. Tangible benefits in salary support for the Naval Science Instructors are not discussed here, but are reflected in the average cost for those instructors in the included budget worksheets (those costs equal proposed actual salary minus Navy reimbursement).

The Naval Science curricula are fully supported by the Chief of Naval Education and Training (CNET). Curriculum committees meet yearly and restructure curriculum and approve curriculum support items on a rotating basis for each year group. The Navy provides computers, TVs, DVD players, VCRs, and a host of other instructional materials, texts, workbooks, and audio-visual materials.

For a military academy, CNET would provide a uniform allotment equal to approximately 250% of cadet/academy enrollment, enough to allow for two uniforms of each type to be distributed on loan basis to each cadet. A yearly

uniform maintenance allotment (historically \$14.00 per cadet) would provide the resources to tailor uniforms for each cadet and to provide cleaning services for some returned uniforms. Cadets would be responsible to maintain their uniforms throughout the year in a clean and proper fashion and to return them at the end of the year or upon disenrollment/graduation. A yearly uniform allotment is maintained to order uniform replacements and to allow for reissue of uniforms based on cadet growth and normal wear and tear on uniform parts.

An additional \$14.00 (approximately) per cadet is available from the Navy on a reimbursable basis to provide funds for orientation visits to military bases, historic sites, government centers, or other field trips deemed worthy by the Academy staff.

A typical 100-cadet unit receives \$2,800 in reimbursable support funds annually, has on account \$17,000 annually for new uniform purchases, and maintains an inventory of over \$50,000 in uniforms. Curriculum materials and technical support certainly exceed \$10,000 for a typically sized unit.

Intangible benefits from the exposure to and access to military facilities can hardly be counted. Training provided to cadets along with reduced lodging and food service costs while on field trips and special training events are of exceptional value. It would be difficult to put a price tag on a flight on a C-130 out of New Castle County airport, five days aboard a Navy ship out of Norfolk, or two weeks at leadership academy and sail training in Newport, RI.

ADMINISTRATIVE/OPERATIONS SUPPORT

The lease payment is \$292,800 a year based on \$6.75 sq. ft on the 5,000 sq. ft building, and \$16.50 sq. ft on the 15,700 sq. ft building.

Equipment purchased includes desks, other furniture, blackboards, computers and library books.

\$50,000 per year is projected in contingency expenses to provide for expenses not anticipated and to provide an additional layer of conservatism.

Building and site development (tenant fit-out) is projected at \$675,000 during the planning year.

- e. What will be the back-up plan for the finances of the school if actual enrollment is below the projections presented in this application? What is the minimum number of student the school can enroll each year to remain open?*

If actual enrollments fail to meet projected levels, the DMA would first attempt corrective actions that would cause enrollments to meet the expected levels. Many costs can be reduced proportionately. The academy will depend on fund raising activities to make up any shortfall of expenditures over public funding. However, the Delaware Military Academy will be financially viable with a minimum of 300 students.

- f. If the school is to be managed by an outside group(s), what financial arrangements will be made between the board of directors and this group(s)?*

There are no current plans to use an outside management group.

- g. If public funds remain at the end of a fiscal year, what will be the disposition of those funds?*

If public funds remain at the end of a fiscal year, the academy will apply the funds to the following year's educational needs.

20. FINANCIAL OPERATIONS

- a. How will the financial operations of the school (in the areas of accounting, payroll, purchasing, compensation, and benefits management) be managed?*

DMA plans to utilize the financial management system provided by the State of Delaware for these operations. It shall be the Director of Operation's responsibility to assure proper input and maintenance of this system. If the Director of Operations or Bookkeeper needs training on how to use or remain up-to-date on the DFMS, the school will pay for training expenses.

- b. Will the school operate within all state administrative and financial systems? If not, what specific procedures have been undertaken to gain approval for alternate administrative and financial system(s)?*

Yes, as noted above.

21. LEGAL LIABILITY

What has been done to assess the legal liability of the school, its employees, and the board of directors? What are the various options being considered for liability protection? Describe the types and limits of insurance coverage the school plans to obtain. The proposed costs for the coverage must be reflected in the budget worksheets.

The academy will obtain a comprehensive policy from one of the national insurers that are working with the over 1,600 charter schools currently in existence. The policy will be in compliance with the requirements of Delaware Charter School Law. For members of the Board of Directors, there will be Directors' and Officers' liability coverage. Teachers and administrators will participate in the State health and retirement benefits program. Property insurance will be acquired for all fixed assets of the school. Finally, the school will seek a commercial liability policy with umbrella coverage.

PROPOSED INSURANCE COVERAGES

Types of Coverage	Minimum Amount
Commercial General Liability	Each Occurrence - \$1,000,000 Personal and Advertising Injury limit - \$1,000,000 General Aggregate - \$2,000,000 Products-completed operations aggregate - \$2,000,000 Medical Expense - \$10,000
Umbrella (Express Liability)	Each Occurrence - \$5,000,000 General Aggregate - \$5,000,000
Fidelity Bond	Bond Coverage in an amount not less than 50% of the total costs for all employees of the school and employees of the subcontractors responsible for financial decisions, including the CEO and CFO and board members and all subcontractors.
Workers Compensation	Bodily Injury – accident - \$100,000 each accident Bodily Injury – disease - \$100,00 per employee \$500,00 policy limit.
Auto Liability	Combined single limits \$1,000,000 each accident.
Errors and Omissions/School Leaders	Aggregate limit \$1,000,000

22. CODE OF CONDUCT

What will be the school rules and guidelines governing student behavior? Include a general outline of the student handbook describing issues of student discipline, student rights, and student responsibilities. Describe how discipline will be handled with special education students.

The Delaware Military Academy will abide by all state and federal regulations and guidelines related to Code of Conduct issues. This includes compliance with H.B. 85 requiring cooperation with law enforcement agencies in the event of certain categories of student disciplinary infractions.

Regulations also pertain to special education students, especially that due process must be followed in the event that the student's infraction is related to the disability.

The DMA will develop and maintain a comprehensive set of student discipline policies. These policies will be printed and distributed as part of the academy's student handbook and will clearly describe the academy's expectations regarding attendance, mutual respect, substance abuse, violence, safety, and work habits. Each student and his or her parent or guardian will be required to verify that they have reviewed and understand the policies prior to enrollment. Any student who engages in repeated violations of the academy's behavioral or academic expectations will be required to attend a meeting with the academy's staff and the student's parent or guardian. The Academy will prepare a specific, written remediation agreement outlining future student conduct expectations, timelines, and consequences for failure to meet the expectations which may include, but are not limited to, suspension or expulsion. The Academy Commandant, pursuant to the Academy's adopted policies of discipline, may suspend or expel students who fail to comply with the terms of a remediation agreement. Students who present an immediate threat to health and safety may also be immediately suspended and later expelled by the Academy's governing board upon recommendation of the Commandant. The Academy's policies will provide all students with an opportunity or due process and will be developed to conform to applicable federal law regarding students with exceptional needs. The Academy will notify the district of any expulsions and will include suspension and expulsion data in its annual performance report.

A high standard of discipline is the cornerstone of the entire military structure. It is formed through development of basic traits of honor, duty, courage, and pride. It is characterized by attitudes of loyalty, courtesy, high moral, and esprit de corps. Since group discipline must begin with self-discipline, it is natural that emphasis is placed on habits of neatness, promptness, orderliness, and military bearing. It is our purpose to maintain the highest standards of discipline at all times. To help us accomplish this purpose we will employ a system of delinquency awards based upon the demerit system. A cadet whose conduct is

unsatisfactory by reason of violation of regulations or offenses against good order and discipline will receive immediate, and appropriate consequences. Discipline will be administered in the form of demerits, the loss of privileges, and the performance of extra duties. For repeated and continuous offenses, or for offenses of a nature more serious than those for which demerits are awarded, a cadet may receive disciplinary action as determined by the Commandant. Such disciplinary action may be in the form of restrictions, extra duty, or dismissal from the Academy.

23. HEALTH AND SAFETY

What procedures will be implemented to ensure the health and safety of the school's students, staff, and guests? What staff (e.g. nurses) will be hired or contracted with to ensure that these responsibilities will be handled in a satisfactory manner.

A Delaware certified registered nurse will staff the Academy. All staff will be required to take a CPR course administered on-site by a trained professional. Refresher courses will be administered as recommended to keep the CPR certification current. Teachers and students will be instructed in evacuation procedures in the event of fire or other emergencies, and periodic drills will be conducted at least once per month while the Academy is in session.

a. Ensuring that students have physical examinations prior to enrollment.

Proof of physical exam will be required of all students prior to enrollment, including physician certification of all applicable certifications. This is an annual requirement for each student attending the Academy. The nurse will keep all records. Confidentiality will be maintained to protect the privacy of the student and family.

b. Administering medications and medical treatments, including first aid.

The Academy nurse will be responsible for administering medicine and medical treatment as per instruction from the student's physician. The nurse will also be available for treatment of minor injury and contacting parents and physicians in case of more serious medical problems.

c. Monitoring student health and maintaining health records.

The required physical exam will be maintained on file in the nurse's office. Routine eye and hearing examinations will be conducted in compliance with state and federal regulations.

d. Ensuring that immunizations and TB and HepB screenings are conducted.

The student's physical records will be monitored to ensure that immunizations are kept up to date.

e. Serving on IEP teams when medical treatment is required.

The school nurse will help the IEP team, as required.

f. Screening for health problems (vision, hearing, etc.).

Routine vision and hearing exams will be conducted as specified in 23d.

APPENDIX A

**RESUMES OF MEMBERS OF THE FOUNDING
BOARD OF DIRECTORS AVAILABLE UPON
REQUEST AND ASSURANCES**

ASSURANCES

The Board of Directors of this charter academy assures that, the Academy will do the following:

1. Not discriminate against any student in the admissions process because of race, creed, color, sex, handicap, or national origin or because of a student's school district of residence has a per student local expenditure lower than another student seeking admission.
2. Not operate in a sectarian manner or include religious practices in its educational program.
3. Participate in the State Assessment Program and meet the requirements for school accountability as described in the Accountability Act of 1998.
4. Manage the Academy within all state administrative and financial systems listed in Del. C., Title 14, Section 512(9), or if the Academy plans to operate outside of any listed system it has been specifically noted in this application and the applicant has submitted a formal request to the State Budget Office to initiate a Memorandum of Understanding as described in Del. C., Title 14, Section 512(9).
5. Maintain direct communication with other public and nonpublic schools to assure efficient notification and transfers and exchange of records.
6. Update the application to incorporate any modifications and/or conditions identified as preconditions to final approval by the Red Clay School District as set forth in its written decisions and order; and operate the program in accordance with the content of the updated and approved charter granted by the Red Clay School Board. The Academy's Board of Directors may not implement any additional modifications to the charter school program or operation without the express written consent of the Red Clay School District.
7. Notify the Red Clay School District in writing within 30 days when the Academy Commandant or members of the Board of Directors change.
8. Provide the Red Clay School District with copies of the policies and by-laws of the Academy and the Academy's Board of Directors and inform the District when by-laws change.
9. Before September 1 of each school year, provide the Department of Education with evidence of the certification status of teachers employed at the Academy.

10. Employ only staff who have complied with the requirement of having a successful criminal background check and report to the Department of Education by September 1 of each school year that the Academy is in full compliance with state law related to this requirement.
11. Cooperate fully with Department of Education requests for reporting information and activities related to monitoring the Academy's compliance with the charter and applicable state and federal laws and regulations.
12. Comply with the provisions for a Performance Agreement, as required by the Red Clay School District.
13. Distribute copies of the Department's Parent Guide to Delaware Charter Schools to parents seeking to enroll their child(ren) as well as to parents of enrolled children.
14. Conduct all meetings of the Board of Directors in a manner consistent with the Freedom of Information Act, especially the legal requirements of Del. C., Title 29, and Sections 10002, 10003 and 10004.
15. Prior to opening the Academy, include representation of the teachers employed by the Academy and parents of students enrolled at the Academy on the Board of Directors, consistent with Del. C., Title 14, Section 511(a).

On behalf of the Board of Directors of this Charter School, I agree to these assurances as a condition of the approval of the charter.

Delaware Military Academy

Name of the Charter School

William B. Robinson Jr.

Signature of the Chairperson of the Charter School Board of Directors

Will Robinson

Name of the Signer (type or print)

31 OCT 21

Date of Signature

APPENDIX B

**DMA BUDGET WORKSHEETS
AND
ORIGINAL BUDGET REVENUE ESTIMATE FROM THE
DEPARTMENT OF EDUCATION**

		REVENUE		
	PLANNING YEAR	YEAR 1	YEAR 2	YEAR 3
		300 students	350 students	450 students
		25 employees	27 employees	32 employees
State Appropriations		\$1,539,278	\$1,686,210	2,128,408
Local Fund Transfers		\$672,712	\$783,592	\$1,008,230
Charter School Federal Funds				
Other Federal Funds	\$135,000			
JROTC		\$50,000	\$50,000	\$75,000
Fund Raising	\$1,011,451			
Dep Fee (\$200)		\$60,000	\$10,000	\$20,000
TOTAL REVENUE	\$1,146,451	\$2,321,990	\$2,529,802	\$3,231,638
EXPENSES	\$1,146,451	\$2,252,909	\$2,473,429	\$2,933,293
		(\$60,000)	(\$10,000)	(\$20,000)
SURPLUS	0	\$9,081	\$46,373	\$278,345

The figures in red are deposits on uniforms which will be reimbursed and has not been factored in the bottom line.

		EXPENSES		
		300 students	350 students	450 students
		25 employees	27 employees	32 employees
PERSONNEL				
SALARIES	PLANNING YEAR	YEAR 1	YEAR 2	YEAR 3
Teachers		\$697,000	\$802,370	\$1,043,904
Commandant/Dir of Operations	\$62,000	\$170,000	\$175,100	\$180,353
Nurse		\$50,000	\$51,500	\$53,045
Clerical	\$11,000	\$52,000	\$53,560	\$55,167
Custodial	\$1,500	\$54,000	\$55,620	\$57,288
Substitutes		\$13,600	\$15,200	\$19,200
Teachers Aids		\$6,400	\$8,240	\$10,182
Sub Total	\$74,500	\$1,043,000	\$1,161,590	\$1,419,139
Other Employee Costs	\$13,268	\$182,196	\$202,704	\$247,515
Health Insurance	\$7,466	\$140,000	\$151,200	\$179,200
Bonus		\$95,330	\$105,791	\$128,536
Sub Total	\$20,734	\$417,526	\$459,695	\$555,251
Personnel Total	\$95,234	\$1,460,526	\$1,621,285	\$1,974,390
STUDENT SUPPORT				
Transportation		\$197,383	\$229,893	\$295,687
Cafeteria		xx	xx	xx
Extra Curricular		\$20,000	\$25,000	\$35,000
Supplies and Materials		\$20,000	\$25,000	\$35,000
Textbooks		\$60,000	\$25,000	\$25,000
Computers	\$32,000	xx	\$1,600	\$4,800
Contracted Services		\$9,600	\$10,080	\$11,040
Library	\$100,000	xx	\$5,000	\$5,000
Contingency Funds	\$25,000	\$50,000	\$50,000	\$50,000
Student Support Total	\$157,000	\$356,983	\$371,573	\$461,527

	PLANNING YEAR	YEAR 1	YEAR 2	YEAR 3
		300 students	350 students	450 students
		25 employees	27 employees	32 employees
Administrative/Operations				
Insurance (Property/Liability)		\$18,000	\$18,540	\$19,096
Rent 5,000sq ft \$6.75	\$16,875	\$33,750	\$34,762	\$35,805
Rent 15,700 sq ft \$16.50	\$64,762	\$259,050	\$266,821	\$274,826
Utilities		\$18,000	\$18,540	\$19,096
Maintenance		\$5,000	\$5,150	\$5,305
Supplies & Materials	\$1,500	\$10,000	\$10,300	\$10,609
Equipment Lease/Maint		\$12,000	\$12,360	\$12,730
Furniture Purchase	\$95,500	xx	\$10,000	\$10,300
Telephone/Communications	\$1,200	\$3,600	\$3,708	\$3,819
Accounting & Payroll		\$5,000	\$5,000	\$5,000
Printing & Copying	\$5,000	\$7,000	\$7,210	\$7,826
Alarm	\$280	\$1,200	\$1,236	\$1,273
Waste Disposal		\$1,800	\$1,854	\$1,909
Legal	\$2,500	\$5,000	\$5,000	\$5,000
Staff Development		\$3,000	\$27,000	\$32,000
Postage & Shipping	\$1,600	\$3,000	\$3,090	\$3,182
Contingency Funds	\$25,000	\$50,000	\$50,000	\$50,000
Advertising	\$5,000			
Site Development	\$675,000			
Administrative Total	\$894,217	\$435,400	\$480,571	\$497,376
EXPENSES SUBTOTAL	PLANNING YEAR	YEAR 1	YEAR 1	YEAR 3
PERSONNEL	\$95,234	\$1,460,526	\$1,621,285	\$1,974,390
STUDENT SUPPORT	\$157,000	\$366,983	\$371,573	\$461,527
ADMINISTRATIVE/OPERATION	\$894,217	\$435,400	\$480,571	\$497,376
GRAND TOTAL	\$1,146,451	\$2,252,909	\$2,473,429	\$2,933,293

PERSONNEL

	YEAR 1 300 students 25 employees			YEAR 2 350 students 27 employees			YEAR 3 450 students 32 employees		
	#	AVG SAL	TOTAL	#	AVG SAL	TOTAL	#	AVG SAL	TOTAL
CLASSROOM TEACHERS	8	\$41,000	\$328,000	10	\$42,230	\$422,300	13	\$43,496	\$565,448
MUSIC	1	\$41,000	\$41,000	1	\$42,230	\$42,230	1	\$43,496	\$43,496
NAVAL SCIENCE	4	\$41,000	\$164,000	4	\$42,230	\$168,920	6	\$43,496	\$260,976
PHYS ED	1	\$41,000	\$41,000	1	\$42,230	\$42,230	1	\$43,496	\$43,496
GUIDANCE/SCHEDULER	1	\$41,000	\$41,000	1	\$42,230	\$42,230	1	\$43,496	\$43,496
ART	1	\$41,000	\$41,000	1	\$42,230	\$42,230	1	\$43,496	\$43,496
FOREIGN LANGUAGE	1	\$41,000	\$41,000	1	\$42,230	\$42,230	1	\$43,496	\$43,496
TEACHER AIDES	4	\$1,600	\$6,400	5	\$1,648	\$8,240	6	\$1,697	\$10,182
TOTAL	17		\$703,400	19		\$810,610	24		\$1,054,086
ADMINISTRATION									
COMMANDANT	1	\$90,000	\$90,000	1		\$92,700			\$95,481
DIR OF OPERATIONS	1	\$80,000	\$80,000	1		\$82,400			\$84,873
TOTAL	2		\$170,000	2		\$175,100			\$180,353
CLERICAL									
ADMIN/BOOKEEPER	1	\$30,000	\$30,000	1		\$30,900			\$31,827
SECRETARY/REP	1	\$22,000	\$22,000	1		\$22,660			\$23,340
TOTAL	2		\$52,000	2		\$53,560			\$55,167
CUSTODIAL									
CUSTODIAN	3	\$18,000	\$54,000	3	\$18,540	\$55,620		\$19,096	\$57,288
TOTAL	3		\$54,000	3		\$55,620			\$57,288
OTHER									
NURSE	1	\$50,000	\$50,000			\$51,500			\$53,045
TEACHER BONUS POOL	10%	90%	\$62,730			\$72,213			\$93,951
ADMIN BONUS POOL	10%	100%	\$32,600			\$33,578			\$34,585
SUBSTITUTES	136	100	\$13,600	152	100	\$15,200	192	100	\$19,200
TOTAL			\$158,930			\$172,491			\$200,781
TOTAL			\$1,138,330			\$1,267,381			\$1,547,675

FY 2002 Charter School Revenue Calculation - New Applicant Projection
Local Funding Delaware Military Academy

Red Clay

175 Regular Students 9 - 12 =	\$412,825		
5 LD Students =	\$29,495		
Total =	\$442,320	July Advance =	\$154,812
		Remaining Transfer =	\$287,508

Christina

58 Regular Students 9 - 12 =	\$111,302		
2 LD Students =	\$9,594		
Total =	\$120,896	July Advance =	\$42,314
		Remaining Transfer =	\$78,582

Colonial

58 Regular Students 9 - 12 =	\$100,804		
2 LD Students =	\$8,692		
Total =	\$109,496	July Advance =	\$38,324
		Remaining Transfer =	\$71,172

Total Local Funding = \$672,712

July Advance = \$235,449

Remainder to Be Transferred = \$437,263

FY 2002 Charter School Revenue Calculation - New Applicant Projection

Parameters:

1. 300 Students
2. Grades 9 - 10 (300 9 - 10)
3. 291 Regular, 9 Special
4. 180 Red Clay, 60 Christina, 60 Colonial

5. Transportation of 255 students provided by charter school
6. Meals will be served but not prepared by the school

State Funding

Delaware Military Academy

	# of Students =	300		
	# per grade =	See Above		
Number of regular students 7 - 12 =	291	Unit size regular students 7 - 12 =	20	
Number of regular students 4 - 6 =	0	Unit size regular students 4 - 6 =	20	
Number of regular students 1 - 3 =	0	Unit size regular students 1 - 3 =	17.4	
Number of Kindergarten students =	0	Unit size Kindergarten students =	34.8	
Number of EMH students =	0	Unit size EMH students =	15	
Number of SED students =	0	Unit size SED students =	10	
Number of LD students =	9	Unit size LD students =	8	
Number of TMH students =	0	Unit size TMH students =	6	
Number of SMH students =	0	Unit size SMH students =	6	
Number of PI students =	0	Unit size PI students =	6	
Number of HHPD students =	0	Unit size HHPD students =	6	
Number of BLIND students =	0	Unit size BLIND students =	8	
Number of PTST students =	0	Unit size PTST students =	10	
Number of ATSTC students =	0	Unit size ATSTC students =	4	
Number of DFBLD students =	0	Unit size DFBLD students =	4	
Number of ILC students =	0	Unit size ILC students =	8.8	

		FY 2002 Estimated Cost Per Position	Delaware Military Academy
# of Div I Units Generated =	16.00	\$27,998	\$447,968
Administrative Assistant =	1.00	\$48,760	\$48,760
Percentage 11 Month Supervisor =	0.11	\$45,409	\$4,995
Percentage Transportation Supervisor =	0.04	\$49,537	\$1,981
Principal =	1.00	\$50,022	\$50,022
Assistant Principal =	0.00	\$43,701	\$0
Percentage Psychologist =	0.11	\$38,340	\$4,217
Percentage Speech/Hearing =	0.11	\$35,963	\$3,956
Percentage Visiting Teacher =	0.06	\$37,538	\$2,252
Percentage Driver Education Teacher =	1.20	\$32,633	\$39,160
Nurse =	0.00	\$32,985	\$0
Academic Excellence Units =	1.20	\$29,766	\$35,719
Clerical Units =	1.00	\$23,510	\$23,510
Custodial Units =	2.00	\$19,255	\$38,510
Cafeteria Manager =	0.00	\$0	\$0
Cafeteria Worker =	1.59	\$6,969	\$11,080
Related Service Specialist =	0.04	\$35,659	\$1,426

Total Staffing = 25.46
 Total Staffing For Health Insurance = 23.87

Total Salary Costs = \$713,557
 OEC's @ 17.81% = \$127,085
 Health Insurance @ \$5,600 per FTE = \$133,672

Subtotal Personnel Revenue =	\$974,314
-------------------------------------	------------------

Other State Sources (based on Latest Available Values)

Delaware Military Academy

Professional & Curriculum Development		\$6,493
Teacher to Teacher Cadre =		\$1,359
Division II Units (No Vocational Courses) =	16.00	
Division II - All Other Costs - Current Unit Value =	\$3,247	\$51,952
Division II - Energy - Current Unit Value =	\$1,682	\$26,912
Division III - Equalization - Unit Value =	\$5,047	\$80,752
Academic Excellence Division III =		\$6,056
Academic Excellence Division II =		\$3,896
Academic Excellence Allotment =		\$9,168
Tuition Reimbursement =		\$1,344
Student Discipline Programs =		\$80,000
Extra Time for Students K - 12 =		\$22,368
Early Intervention Reading (K - 3) =		\$0
MCI/Annual Maintenance =		\$17,577
Technology for Staff and Students =		\$0
LEP =		\$400
Technology Block Grants =		\$5,169
One-Time Library Funds =		\$1,505
Tax Relief Funds =	\$3,289	\$52,629
Student Transportation Amount =		\$197,383
Subtotal Other Sources =		\$564,964

Grand Total State Sources = \$1,539,278

Amount Loaded July 1 = \$1,154,459

Remainder to Load = \$384,820

FY 2002 Charter School Revenue Calculation - New Applicant Projection
Local Funding Delaware Military Academy

Red Clay

204 Regular Students 9 - 12 =	\$481,236		
6 LD Students =	\$35,394		
Total =	\$516,630	July Advance =	\$180,821
		Remaining Transfer =	\$335,810

Christina

68 Regular Students 9 - 12 =	\$130,492		
2 LD Students =	\$9,594		
Total =	\$140,086	July Advance =	\$49,030
		Remaining Transfer =	\$91,056

Colonial

68 Regular Students 9 - 12 =	\$118,184		
2 LD Students =	\$8,692		
Total =	\$126,876	July Advance =	\$44,407
		Remaining Transfer =	\$82,469

Total Local Funding =	\$783,592
July Advance =	\$274,257
Remainder to Be Transferred =	\$509,335

FY 2002 Charter School Revenue Calculation - New Applicant Projection

- Parameters:
1. 350 Students
 2. Grades 9 - 11 (350 9 - 11)
 3. 340 Regular, 10 Special
 4. 210 Red Clay, 70 Christina, 70 Colonial
 5. Transportation of 297 students provided by charter school
 6. Meals will be served but not prepared by the school

State Funding	Delaware Military Academy	
# of Students =	350	
# per grade =	See Above	
Number of regular students 7 - 12 =	340	Unit size regular students 7 - 12 = 20
Number of regular students 4 - 6 =	0	Unit size regular students 4 - 6 = 20
Number of regular students 1 - 3 =	0	Unit size regular students 1 - 3 = 17.4
Number of Kindergarten students =	0	Unit size Kindergarten students = 34.8
Number of EMH students =	0	Unit size EMH students = 15
Number of SED students =	0	Unit size SED students = 10
Number of LD students =	10	Unit size LD students = 8
Number of TMH students =	0	Unit size TMH students = 6
Number of SMH students =	0	Unit size SMH students = 6
Number of PI students =	0	Unit size PI students = 6
Number of HHPD students =	0	Unit size HHPD students = 6
Number of BLIND students =	0	Unit size BLIND students = 8
Number of PTST students =	0	Unit size PTST students = 10
Number of ATSTC students =	0	Unit size ATSTC students = 4
Number of DFBLD students =	0	Unit size DFBLD students = 4
Number of ILC students =	0	Unit size ILC students = 8.6

		FY 2002 Estimated Cost Per Position	Delaware Military Academy
# of Div I Units Generated =	18.25	\$27,998	\$510,964
Administrative Assistant =	1.00	\$48,760	\$48,760
Percentage 11 Month Supervisor =	0.12	\$45,409	\$5,449
Percentage Transportation Supervisor =	0.04	\$49,537	\$1,981
Principal =	1.00	\$50,022	\$50,022
Assistant Principal =	0.00	\$43,701	\$0
Percentage Psychologist =	0.12	\$38,340	\$4,601
Percentage Speech/Hearing =	0.13	\$35,963	\$4,675
Percentage Visiting Teacher =	0.07	\$37,538	\$2,628
Percentage Driver Education Teacher =	0.93	\$32,633	\$30,349
Nurse =	0.00	\$32,985	\$0
Academic Excellence Units =	1.40	\$29,766	\$41,672
Clerical Units =	1.00	\$23,510	\$23,510
Custodial Units =	2.00	\$19,255	\$38,510
Cafeteria Manager =	0.00	\$0	\$0
Cafeteria Worker =	1.86	\$6,969	\$12,962
Related Service Specialist =	0.04	\$35,659	\$1,426
Total Staffing =	27.96		
Total Staffing For Health Insurance =	26.10		

Total Salary Costs =	\$777,509
OEC's @ 17.81% =	\$138,474
Health Insurance @ \$5,600 per FTE =	\$146,160

Subtotal Personnel Revenue =	\$1,062,143
-------------------------------------	--------------------

Other State Sources (based on Latest Available Values)

Delaware Military Academy

Professional & Curriculum Development		\$7,187
Teacher to Teacher Cadre =		\$1,504
Division II Units (No Vocational Courses) =	18.25	
Division II - All Other Costs - Current Unit Value =	\$3,247	\$59,258
Division II - Energy - Current Unit Value =	\$1,682	\$30,697
Division III - Equalization - Unit Value =	\$5,047	\$92,108
Academic Excellence Division III =		\$7,066
Academic Excellence Division II =		\$4,546
Academic Excellence Allotment =		\$10,457
Tuition Reimbursement =		\$1,533
Student Discipline Programs =		\$66,667
Extra Time for Students K - 12 =		\$25,514
Early Intervention Reading (K - 3) =		\$0
MCI/Annual Maintenance =		\$20,507
Technology for Staff and Students =		\$0
LEP =		\$400
Technology Block Grants =		\$5,197
One-Time Library Funds =		\$1,505
Tax Relief Funds =	\$3,289	\$60,030
Student Transportation Amount =		\$229,893

Subtotal Other Sources = \$624,067

Grand Total State Sources = \$1,686,210

Amount Loaded July 1 = \$1,264,658

Remainder to Load = \$421,553

FY 2002 Charter School Revenue Calculation - New Applicant Projection
Local Funding Delaware Military Academy

Red Clay

262 Regular Students 9 - 12 =	\$618,058		
8 LD Students =	\$47,192		
Total =	\$665,250	July Advance =	\$232,838
		Remaining Transfer =	\$432,413

Christina

87 Regular Students 9 - 12 =	\$166,953		
3 LD Students =	\$14,391		
Total =	\$181,344	July Advance =	\$63,470
		Remaining Transfer =	\$117,874

Colonial

88 Regular Students 9 - 12 =	\$152,944		
2 LD Students =	\$8,692		
Total =	\$161,636	July Advance =	\$56,573
		Remaining Transfer =	\$105,063

Total Local Funding =	\$1,008,230
July Advance =	\$352,881
Remainder to Be Transferred =	\$655,350

FY 2002 Charter School Revenue Calculation - New Applicant Projection

Parameters:

1. 450 Students
2. Grades 9 - 12 (450 9 - 12)
3. 437 Regular, 13 Special
4. 270 Red Clay, 90 Christina, 90 Colonial
5. Transportation of 382 students provided by charter school
6. Meals will be served but not prepared by the school

State Funding

Delaware Military Academy

# of Students =	450		
# per grade =	See Above		
Number of regular students 7 - 12 =	437	Unit size regular students 7 - 12 =	20
Number of regular students 4 - 6 =	0	Unit size regular students 4 - 6 =	20
Number of regular students 1 - 3 =	0	Unit size regular students 1 - 3 =	17.4
Number of Kindergarten students =	0	Unit size Kindergarten students =	34.8
Number of EMH students =	0	Unit size EMH students =	15
Number of SED students =	0	Unit size SED students =	10
Number of LD students =	13	Unit size LD students =	8
Number of TMH students =	0	Unit size TMH students =	6
Number of SMH students =	0	Unit size SMH students =	6
Number of PI students =	0	Unit size PI students =	6
Number of HHPD students =	0	Unit size HHPD students =	6
Number of BLIND students =	0	Unit size BLIND students =	8
Number of PTST students =	0	Unit size PTST students =	10
Number of ATSTC students =	0	Unit size ATSTC students =	4
Number of DFBLD students =	0	Unit size DFBLD students =	4
Number of ILC students =	0	Unit size ILC students =	8.6

		FY 2002 Estimated Cost Per Position	<u>Delaware Military Academy</u>
# of Div I Units Generated =	24.00	\$27,998	\$671,952
Administrative Assistant =	1.00	\$48,760	\$48,760
Percentage 11 Month Supervisor =	0.16	\$45,409	\$7,266
Percentage Transportation Supervisor =	0.05	\$49,537	\$2,477
Principal =	1.00	\$50,022	\$50,022
Assistant Principal =	0.00	\$43,701	\$0
Percentage Psychologist =	0.16	\$38,340	\$6,134
Percentage Speech/Hearing =	0.17	\$35,963	\$6,114
Percentage Visiting Teacher =	0.10	\$37,538	\$3,754
Percentage Driver Education Teacher =	0.90	\$32,633	\$29,370
Nurse =	0.00	\$32,985	\$0
Academic Excellence Units =	1.80	\$29,766	\$53,579
Clerical Units =	2.00	\$23,510	\$47,020
Custodial Units =	2.00	\$19,255	\$38,510
Cafeteria Manager =	0.00	\$0	\$0
Cafeteria Worker =	2.39	\$6,969	\$16,655
Related Service Specialist =	0.05	\$35,659	\$1,783
Total Staffing =	35.78		
Total Staffing For Health Insurance =	33.39		
		Total Salary Costs =	\$983,395
		OEC's @ 17.81% =	\$175,143
		Health Insurance @ \$5,600 per FTE =	\$186,984
		Subtotal Personnel Revenue =	\$1,345,522

Other State Sources (based on Latest Available Values)

Delaware Military Academy

Professional & Curriculum Development		\$9,144
Teacher to Teacher Cadre =		\$1,914
Division II Units (No Vocational Courses) =	24.00	
Division II - All Other Costs - Current Unit Value =	\$3,247	\$77,928
Division II - Energy - Current Unit Value =	\$1,682	\$40,368
Division III - Equalization - Unit Value =	\$5,047	\$121,128
Academic Excellence Division III =		\$9,085
Academic Excellence Division II =		\$5,845
Academic Excellence Allotment =		\$13,752
Tuition Reimbursement =		\$2,016
Student Discipline Programs =		\$60,000
Extra Time for Students K - 12 =		\$33,553
Early Intervention Reading (K - 3) =		\$0
MCI/Annual Maintenance =		\$26,366
Technology for Staff and Students =		\$0
LEP =		\$400
Technology Block Grants =		\$5,253
One-Time Library Funds =		\$1,505
Tax Relief Funds =	\$3,289	\$78,944
Student Transportation Amount =		\$295,687

Subtotal Other Sources = \$782,886

Grand Total State Sources = \$2,128,408

Amount Loaded July 1 = \$1,596,306

Remainder to Load = \$532,102

APPENDIX C

**DELAWARE MILITARY ACADEMY BYLAWS
AND
CERTIFICATE OF INCORPORATION**

**BYLAWS
OF
DELAWARE MILITARY ACADEMY, INC.**

Adopted as of October 18, 2001

ARTICLE – POWERS AND FUNCTIONS OF DIRECTORS

Subject to limitations imposed by law, the Certificate of Incorporation, or these bylaws, all corporate powers shall be exercised by or under the authority of the Board of Directors (the “Board”). The Board has the power to manage the property and business of this corporation (the “Corporation” or “School”). The members of the Corporation (the “Members”) shall have no voting rights, other than as provided by the General Corporation Law of the State of Delaware and the provisions of these bylaws.

Without limiting the foregoing, the Board shall conduct the business of the Corporation, including:

- i) Adopting the bylaws of the Corporation;
- ii) Determining the general policies and strategic planning of the Corporation;
- iii) Establishing the annual budget and approving major expenditures;
- iv) Selecting projects and approving the overall budget of said projects;
- v) Approving the administrative budget of the Corporation;
- vi) Approving the annual reports of the Corporation;
- vii) Approving the annual financial statements of the Corporation; and
- viii) Electing officers and filling vacancies in said offices as may occur from time to time during the year.

Member reasonably believes are within such other person's professional or expert competence and who has been selected with reasonable care by or on behalf of the Corporation.

ARTICLE III – BOARD OF DIRECTORS

Section 1. Number.

The Board shall consist of up to fifteen (15) members. The initial Board shall consist of ten (10) members. However, the number of directors constituting the Board may be reduced as a result of a vacancy or increased upon the election of additional members as provided in Sections 7 and 5, respectively, of this Article III. The Board shall include the following:

1. Francis D. Vavala
2. Sue Varone
3. Bruce H. Shumway
4. Erin N. Lucey
5. Vernon A. Taylor
6. Joseph A. Swiski
7. Michelle A. Schwandt
8. William B. Robinson Jr.
9. Charles W. Baldwin
10. John J. Wintermantel

Section 2. Eligibility.

Members of the Board of Directors do not need to be Members of the Corporation

provided, however, that prior to the end of the calendar year which the Delaware Military Academy is open, one (1) member of the Board shall be a parent or legal guardian of a student enrolled at the School ("Parent Directors"), one (1) member of the Board shall be a teacher at the School ("Teacher Directors") and one (1) member of the Board shall be a member of the JROTC Staff.

Section 3. Voting Rights.

Each director shall have one vote.

Section 4. Liability.

No director shall be personally liable for the debts, liabilities or obligations of the Corporation.

Section 5. Election and Term.

The Incorporator pursuant to a written action shall select the initial directors of the Corporation. Thereafter, prior to the end of the calendar year in which the Delaware Military Academy is open, the Parent Directors shall be elected by Members of the Corporation that are parents or legal guardians of students enrolled in the School and the Teacher Directors shall be elected by Members of the Corporation that are teachers at the School, in accordance with the provisions of Article V. The directors may, in their discretion, elect additional directors pursuant to an affirmative vote of $\frac{3}{4}$ of all Directors then serving, provided that the limit on the number of directors set forth above in Section 1 of this Article III shall not be exceeded.

Beginning with the election prior to the end of the calendar year in which the Delaware Military Academy is open, one Parent Director, one Teacher Director and one other director shall serve initial terms expiring at the election of their respective successors at the second annual

meeting of the Members following their election, one Parent Director, one Teacher Director and one other director shall serve initial terms expiring at the election of their respective successors at the third annual meeting of the Members following their election, and the remaining Parent Director and the two remaining directors shall serve initial terms expiring at the election of their respective successors at the fourth annual meeting of the Members following their election. After such initial terms, Directors of the Board shall serve terms of three years, to commence at their election at the annual meeting of the Members, and such terms to expire at the third annual meeting of the Members following the commencement of such terms. No member may serve more than two consecutive terms; provided, however, that the initial terms of the Parent Directors, Teacher Directors and other directors expiring at the second and third annual meetings of the Members following their election or the terms of the directors expiring at the election prior to the end of the calendar year in which the Delaware Military Academy is open, shall not count as a term for purposes of such two-term limit.

Section 6. Chair of the Board.

The Board shall elect, at its original meeting and at its first annual meeting following the meeting of the members, a Chair of the Board (the "Chair") who shall be a director and who shall hold office until the first meeting of the Board following the next annual meeting of the Members and until his or her successor is elected and qualified or until his or her earlier resignation or removal by act of the Board. The Chair shall preside at meetings of the Members of the Corporation and of the Board. In the absence of the Chair, a Vice-Chair shall preside at meetings of the members of the Board.

Section 7. Vacancies

The directors may, in their discretion, fill any vacancy by an affirmative vote of $\frac{3}{4}$ of the directors then serving; provided, however, that any vacancy with respect to a Parent Director position on the Board must be filled by a parent or legal guardian of a student enrolled in the School, any Teacher Director position on the Board must be filled by a teacher at the School, and any Military Director position on the Board must be filled by a military person.

Section 8. Removal.

A director may be removed from the Board, with or without cause, by an affirmative vote of $\frac{3}{4}$ of all directors.

Section 9. Compensation.

Directors shall serve without compensation.

Section 10. Resignations.

Any director may resign from a committee of the Board, an office of the Board, or the Board itself by giving written notice to the Chair or the Secretary. Any such resignation shall take effect on the date of receipt of such notice or at any later time therein specified, and, unless otherwise specified, the acceptance of such resignation shall not be necessary to make it effective.

ARTICLE IV – COMMITTEES OF THE BOARD

Section 1. Establishment by Board.

The Board may appoint, or may provide for the appointment of, committees consisting of directors with such duties and powers as the Board may, from time to time, designate and prescribe. In the absence or disqualification of any member of any committee and any alternate member in his or her place, the Board may appoint another member of the Board to

act at the meeting in the place of any such absent or disqualified member. The Board may, from time to time, suspend, alter, continue or terminate any such committees or the powers and functions thereof.

Section 2. Action

Unless otherwise provided in the resolution of the Board designating a committee, a majority of the members of the whole committee shall constitute a quorum unless the committee shall consist of one or two members, in which case one member shall constitute a quorum. All matters properly brought before the committee shall be determined by a majority vote of the members present.

Section 3. Action Without Formal Meeting.

Any action that may be taken by a committee at a meeting may be taken without a meeting if all members thereof consent thereto in writing, and such writing is filed with the minutes of the proceedings of such committee; provided, however, that no such action without a meeting may be taken if such action were to be regarded as the sort of action that may only be taken at a public meetings as required by the Act.

Section 4. Procedures.

Each committee may determine the procedural rules for meeting and conducting its business and shall act in accordance therewith, except as otherwise provided by law.

Adequate provision shall be made for notice to all members of any committee of all meetings of that committee.

ARTICLE V – MEMBERS

Section 1. Eligibility.

The initial Members of the Corporation shall be the members of the Board of Directors. Upon the opening of the Delaware Military Academy, the Members of the Corporation shall be made up, through voluntary membership, of the parents of students enrolled in the School (the "Parent Members"), teachers at the School (the "Teacher Members") and members of the Military, either retired or active, and members of the community.

Section 2. Election of Directors.

The Parent Members shall elect the Parent Directors, the Teacher Members shall elect the Teacher Directors, and the Military members shall elect Military Directors. Such directors shall be elected by a plurality of the votes of each class of Members present or represented by proxy at the annual meeting of the Members.

Section 3. Annual Meeting.

An annual meeting of the Members of the Corporation, for the purpose of electing directors for the ensuing year and for the transaction of such other business as may properly come before the meeting, shall be held immediately preceding the annual meeting of directors at such place, on such date, and at such time as shall have been established by the Board.

Section 4. Special Meetings.

Special meetings of the Members of the Corporation may be held at the call of the Board, or by written petition by at least 10% of the Members of the Corporation, for any purpose or purposes. Such request shall state the purpose or purposes of the proposed meeting.

Section 5. Notice.

A notice of any annual or special meeting, setting forth the time, date and place of the meeting, shall be given by the Secretary in person, by mail, by telephone, by telecopy, by telegram or by electronic mail not less than ten (10) days in advance of the meeting to each

Member at the address last shown on the records of the Corporation. Unless otherwise indicated in the notice thereof, any and all business may be transacted at any annual or special meeting.

Section 6. Quorum.

At any meeting of the Members, a quorum for the transaction of business shall consist of one-third of all of the Members of the Corporation either present at a meeting or represented by proxy, except to the extent that a greater number of Members may otherwise be required by law. An act of the majority of Members present and voting or represented by proxy shall be the act of the Members, except as may otherwise be required by these bylaws.

Section 7. Waiver

The transaction of business at any meeting of the Members of the Corporation, however called and noticed and wherever held, shall be as valid as though held at a meeting after regular call and notice, if a quorum is present in person or by proxy.

ARTICLE VI – OFFICERS

Section 1. Officers.

The officers of the Corporation shall consist of the Chair of the Board of Directors, a Vice Chair of the Board of Directors, a President of the Corporation, a Vice-President of the Corporation, a Secretary, a Treasurer, and such assistants, as the Board may deem necessary. The officers shall perform such duties as described in this Article and shall receive no compensation for these services, except as otherwise expressly noted. Only members of the Board may serve as the Chair, Vice Chair, President, Vice-President, Treasurer and Secretary. Any person may hold more than one office.

Section 2. Election and Term

The officers of the Corporation shall be elected by, and serve at the pleasure of, the Board. The initial officers shall be elected for terms to expire at the annual meeting of the directors following the next annual meeting of the Members, provided that an officer appointed to fill a vacancy shall serve for the remainder of the term of his or her predecessor, and provided further that an officer shall serve until his or her successor is elected and qualified in accordance with those bylaws.

Section 3. Vacancies.

The Board may fill a vacancy in any of the offices of the Corporation for the unexpired term.

Section 4. Chair

The Chair shall preside at all meetings of the Board and all meetings of the Members of the Corporation. The Chair shall see that all orders and resolutions of the Board and the Executive Committee or other committees of the Board are carried into effect.

Section 5. Vice Chair

The Vice Chair shall have such powers and duties as may be prescribed from time to time by the Chair or by the Board. In the absence or disability of the Chair, the Vice Chair shall perform all the duties of the Chair.

Section 6. President

The President shall serve as the principal executive officer of the Corporation. The President shall also have general supervision and direction of the officers and shall see that their duties and those assigned to other directors are properly performed.

Section 7. Vice President

The Vice President shall have such powers and duties as may be prescribed from time to time by the President. In the absence or disability of the President, the Vice President shall perform all the duties of the President.

Section 8. Secretary.

The Secretary shall keep or cause to be kept a record of the proceedings of the Board, shall make service of all such notices as may be required under the provisions of these bylaws or by law, shall be custodian of the corporate records and of the corporate seal, and shall have such other powers and duties as may be prescribed from time to time by the Chair, the President or the Board.

Section 9. Treasurer.

The Treasurer shall be responsible for the oversight of the custody of all funds of the Corporation, shall generally supervise the accounting and bookkeeping of the Corporation, shall regularly report to the President and the Board as to the financial condition and results of the operation of the Corporation, and shall have such other powers and duties as may be prescribed from time to time by the Chair, the President or the Board.

ARTICLE VII – EXECUTION OF INSTRUMENTS

Section 1. Checks, Drafts and Orders for Payment of Money. All checks, drafts and orders for payment of money shall be signed in the name of the Corporation and shall be signed by any one of the following officers: the Treasurer, the Secretary or such individuals as designated by the Board.

Section 2. Contracts.

All contracts, conveyances or other instruments, which have been authorized by the Board, shall be executed in the name and on behalf of the Corporation, and have affixed thereto the corporate seal, by the Secretary of the Corporation or his or her delegate.

ARTICLE VIII – INDEMNIFICATION

Section 1. Right to Indemnification.

The Corporation shall indemnify and hold harmless, to the fullest extent permitted by applicable law as it presently exists or may hereafter be amended, any person who was or is made or is threatened to be made a party or is otherwise involved in any action, suit or proceeding, whether civil, criminal, administrative or investigative (a “proceeding”) by reason of the fact that he, or a person for whom he is the legal representative, is or was a director or officer of the Corporation or is or was serving at the request of the Corporation as a director, officer, employee or agent of another corporation or of a partnership, joint venture, trust, enterprise, or nonprofit entity, including service with respect to employee benefit plans, against all liability and loss suffered and expenses (including attorneys’ fees) reasonably incurred by such person. The Corporation shall be required to indemnify a person in connection with a proceeding (or part thereof) initiated by such person only if the proceeding (or part thereof) was authorized by the Board of the Corporation.

Section 2. Prepayment of Expenses.

The Corporation shall pay the expenses (including attorneys’ fees) incurred in defending any proceeding in advance of its final disposition, provided, however, that the payment of expenses incurred by a director or officer in advance of the final disposition of the proceeding shall be made only upon receipt of an undertaking by the director or officer to repay

all amounts advanced if it should be ultimately determined that the director or officer is not entitled to be indemnified under this Article or otherwise.

Section 3. Claims.

If a claim for indemnification or payment of expenses under this Article is not paid in full within sixty days after a written claim therefore has been received by the Corporation, the claimant may file suit to recover the unpaid amount of such claim and, if successful in whole or in part, shall be entitled to be paid the expense of prosecuting such claim. In any such action the Corporation shall have the burden of proving that the claimant was not entitled to the requested indemnification or payment of expenses under applicable law.

Section 4. Nonexclusivity of Rights.

The rights conferred on any person by this Article VIII shall not be exclusive of any other rights which such person may have or hereafter acquire under any statute, provision of the certificate of incorporation, these bylaws, an agreement, vote of Members or disinterested directors or otherwise.

Section 5. Other Indemnification.

The Corporation's obligation, if any, to indemnify any person who was or is serving as a director, officer, employee or agent of another corporation, partnership, joint venture, trust, enterprise or nonprofit entity shall be reduced by any amount such person may collect as indemnification from such other corporation, partnership, joint venture, trust, enterprise or nonprofit enterprise.

Section 6. Liability Insurance.

The Corporation may purchase and maintain insurance on behalf of any person who was or is a director, officer, employee, or agent of the Corporation, or is or was serving at the request of the Corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise against any liability asserted against him and incurred by him in any such capacity, or arising out of his status as such, whether or not the Corporation would have the power or the obligation to indemnify him against such liability under the provisions of this Article VIII.

Section 7. Amendment or Repeal.

Any repeal or modification of the foregoing provisions of this Article VIII shall not adversely affect any right or protection hereunder of any person in respect of any act or omission occurring prior to the time of such repeal or modification.

ARTICLE IX – CONFLICTS OF INTEREST POLICY

Section 1. Purpose.

The purpose of the conflicts of interest policy is to protect the Corporation's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Corporation. This policy is intended to supplement but not replace any applicable state laws governing conflicts of interest applicable to nonprofit and charitable corporations.

Section 2. Voting and Disclosure.

In order to minimize any risk of any conflict of interest concerning the Board of Directors and officers of the Corporation, all board members and officers shall refrain from voting on any issue in which they have a financial interest. In particular, Teacher Directors are

precluded from voting on any issue in which they have a financial interest. In particular, Teacher Directors are precluded from voting on issues related to teacher compensation at the School. All Board members and officers must make a full disclosure annually of all organizations, together with any other relationships, which, in the judgment of the director or officer, has the potential for creating a conflict of interest. Furthermore, in the event that the Board of Directors considers any matter that may have a material impact on any organization of which a director or officer serves as a director, officer or key employee or as to which a director or officer otherwise has a material relationship, such director or officer must disclose such relationship to the Board of Directors and must refrain from voting on such matter.

Section 3. Board Approval.

No director or officer, or any spouse, sibling, parent or child (in each case whether by birth, marriage, guardianship, or legal adoption) of such director or officer or any employee or other person or entity in which a director or officer has a material financial interest, shall receive any payment or other direct benefit from the Corporation for any services rendered unless the Board of Directors, after full disclosure of the terms and conditions of such payments, approves such payments.

ARTICLE X – CORPORATE SEAL

The Board shall provide a corporate seal, containing the name of the Corporation, which seal shall be in the charge of the Secretary.

ARTICLE XI – AMENDMENT OF BYLAWS

These bylaws may be amended, suspended or repealed by the affirmative vote of 2/3 of Members of the Corporation present in person or by proxy at a meeting at which a quorum is present in person or by proxy.

ARTICLE XII – GIFTS

The Board may accept, on behalf of the Corporation, any contribution, gift, bequest or devise for the general purpose, or any special purpose, of the Corporation.

ARTICLE XIII – FISCAL YEAR

The fiscal year of the Corporation shall commence on the first day of July of each year.

BSD/cmm

State of Delaware
Office of the Secretary of State PAGE 1

I, HARRIET SMITH WINDSOR, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY THE ATTACHED IS A TRUE AND CORRECT COPY OF THE CERTIFICATE OF INCORPORATION OF "DELAWARE MILITARY ACADEMY, INC.", FILED IN THIS OFFICE ON THE NINETEENTH DAY OF OCTOBER, A.D. 2001, AT 9 O'CLOCK A.M.

A FILED COPY OF THIS CERTIFICATE HAS BEEN FORWARDED TO THE NEW CASTLE COUNTY RECORDER OF DEEDS.



Harriet Smith Windsor
Harriet Smith Windsor, Secretary of State

3448711 8100

AUTHENTICATION: 1407400

010529990

DATE: 10-24-01

**CERTIFICATE OF INCORPORATION
OF
DELAWARE MILITARY ACADEMY, INC.**

The Delaware Military Academy, Inc., a corporation organized and existing under the laws of the State of Delaware, hereby certifies as follows:

ARTICLE I

The name of the corporation is the **DELAWARE MILITARY ACADEMY, INC.**

ARTICLE II

The registered office of the Corporation in the State of Delaware is 1020 North Bancroft Parkway, Wilmington, Delaware, County of New Castle, Delaware; its registered agent at such address is Bancroft Services, Inc.

ARTICLE III

The purpose of the Corporation is to engage in any lawful act or activity for which corporations may be organized, including educational purposes. This Corporation shall be a not for profit corporation operating a Charter School as allowed under §14 Del Code §5000 et seq.

No part of the net earnings of the Corporation shall inure to the benefit of any member or individual. The assets and revenues of the Corporation shall be used exclusively for educational and charitable purposes. No substantial part of the activities of this Corporation shall be carrying on propaganda or otherwise attempting to influence legislation, and the Corporation shall not participate in or intervene in (including the publishing or distributing of statements) any political campaign on behalf or against any candidate for public office.

The Corporation shall engage in no activity which, under the United States Internal Revenue Code or the laws of Delaware, as now existing and as amended in the future, will either (1) deprive it of tax-exempt status, or (2) prevent those who contribute to the Corporation from obtaining tax deductions for said contributions.

The Corporation shall have all powers conferred upon a corporation by the laws of the State of Delaware, except as herein prohibited or forbidden by the Certificate of Incorporation or the Bylaws of the Corporation.

ARTICLE IV

The Corporation shall not issue any capital stock and shall not be conducted for profit.

STATE OF DELAWARE
SECRETARY OF STATE
DIVISION OF CORPORATIONS
FILED 09:00 AM 10/19/2001
010529990 - 3448711

ARTICLE V

The Corporation shall have perpetual existence.

ARTICLE VI

Neither the Members nor the Trustees shall be liable for the payment of any corporate debts or any assessments.

ARTICLE VII

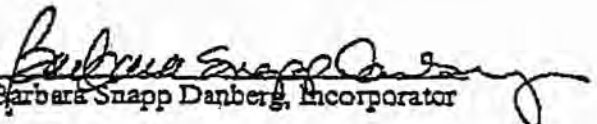
In the event of the dissolution of the Corporation, all assets remaining after all debts and obligations of the Corporation have been discharged shall be distributed by the Corporation to another nonprofit Corporation whose primary purpose is education or other charitable purpose.

ARTICLE VIII

The name and mailing address of the Incorporator are as follows:

Barbara Snapp Danberg, Esquire
1021 North Bancroft Parkway
Wilmington, DE 19899

I, the undersigned, for the purpose of forming a Corporation under the laws of the State of Delaware, do make, file and record this Certificate; and do certify that the facts stated herein are true, and I have accordingly set my hand this 19th day of October ~~September~~, A.D. 2001.

By: 
Barbara Snapp Danberg, Incorporator