

## **Attachment 11: Board Member Information Forms and Disclosures**

Note: Information forms and disclosures have been submitted for all members of the Founding Group, regardless of whether an individual will be serving on the school's Governing Board, in order to maximize transparency and give all Founding Group members a chance to explain their connection to Freire Charter School.

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**2.2 Charter School Board Member Information Form**

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**Attachment 11**

*14 Del. C. § 512 (1), (3), (6) and (9)*

**To be completed individually by each proposed charter school board member**

Serving on a public charter school board is a position of public trust and fiduciary responsibility. As a board member of a public school, you are responsible for ensuring the quality of the school program, competent stewardship of public funds, and the school's fulfillment of its public obligations and all terms of its charter.

As part of the application for a new charter school, the DDOE requests that each prospective board member respond individually to this questionnaire. Where narrative responses are required, brief responses are sufficient.

The purpose of this questionnaire is twofold.

- (1) To give application reviewers a clearer introduction to the Founding Group behind each school proposal in advance of the applicant interview, and to be better prepared for the interview/Initial Meeting.
- (2) To encourage board members to reflect individually as well as collectively on their common mission, purposes, and obligations at the earliest stage of school development.

**Background**

1. The name of the charter school on whose Board of Directors you intend to serve:

Freire Charter School (Wilmington)

2. Your full name:

Kelly Calder Davenport

Home address:

527 Radek Court

West Chester, PA 19382

Business name and address:

Build the Future

Telephone number:

215-592-4252, ext. 1356

E-mail address:

kdaven1048@aol.com

3. Brief educational and employment history. (No narrative response is required if résumé and professional biography are attached.)

☒ Résumé and professional biography are attached.

4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation.

☒ Yes

☐ Does not apply to me.

5. Why do you wish to serve on the board of the proposed charter school?

My personal life mission is to serve kids who come to school with less privilege. In any way I possibly can, I strive to help these students go to college and succeed there-- ultimately, so that they may participate in and positively contribute to society. Freire Charter School Wllmington will be a school dedicated to just this type of child, with the same mission. I intend to serve on the school's board as part of its founding group, and then step aside in order to take on the role of CEO of Build the Future.

6. What is your understanding of the appropriate role of a public charter school board member?

A public charter school board member's role is to maintain and strengthen the mission of the school, and also to serve as a fiduciary steward of the public's financial investment in the school. The board will hire and fire the head of school, fundraise, offer advice, and keep watch on the quality and integrity of the overall school.

7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.

Having been on the founding team of Freire Charter School Philadelphia, and now its CEO, I have been involved in the design and building of every aspect of a charter school. I am an educator by training and experience, and I have also been leading, coaching, and training school principals across the state of Pennsylvania through the Pennsylvania Inspired Leaders program since 2001. Further, I have served on several non-profit boards, the most relevant of which is that of the Delaware Children's Museum. I understand the role of a board member from both the management and the volunteer side.

8. Describe the specific knowledge and experience that you would bring to the board.

I bring the following knowledge and expertise:

- Previous experience leading a school expansion: I led Freire's expansion into a new middle school in 2011, doubling Freire's total student population.
- Previous experience founding a new high school and fostering school growth and students' academic success: I have led Freire Philadelphia's comprehensive academic, financial, facilities, and human resources operations to accommodate growth from zero in 1999 to 1000 students and 100 staff in 2013.
- Experience managing school budgets and grants: I manage over \$600,000 each year in state and federal government grants through 21st Century Schools, IDEA, Title I, Title II, and Title IX.
- Classroom teaching experience: My administrative career is supported by nine years of classroom teaching at secondary and college levels.

9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application.

☒ Yes

☐ No

Please note: I have submitted the results of a criminal background check, and a copy of my request for a check of the Child Abuse Registry. I will submit the results of my Child Abuse Registry clearance to the Delaware Charter Office as soon as I receive them.

**School Mission and Program****1. What is your understanding of the school's mission and guiding beliefs?**

The mission of the school is to provide a college preparatory education inside a safe, peaceful atmosphere to kids grades 8-12. The school will value student and parent voices, govern itself using the input of multiple stakeholders, and teach students how to work together and how to resolve conflicts with words rather than with fists. The school believes that all kids can learn in the appropriate educational environment, and that high expectations coupled with precise, effective supports can advance student achievement.

**2. What is your understanding of the school's proposed educational program?**

The proposed educational program will be academic and college-preparatory. Students will be trained as mediators, will participate in student government, after-school activities and sports, and will be expected to go to college after graduation from FCS Wilmington.

**3. What do you believe to be the characteristics of a successful school?**

A successful school is one that provides a top-quality curriculum inside an effective pedagogy; where adults and kids learn all the time and even from each other; where parents and community members join arms with school staff to enrich opportunities and experiences for kids; where kids are known by name and need and kids' needs are met, all while safety and positive school culture all flourish and grow. A successful school governs itself democratically and, in fact, helps foster the principles of democracy inside all stakeholders.

**4. How will you know that the school is succeeding (or not) in its mission?**

The board and school leadership team will align around a specific set of performance goals aligned to our mission. These goals will be measureable, and will be measured quarterly. Board and school leaders will review quarterly data to determine where improvements need to be made.

**Governance**

1. Describe the role that the board will play in the school's operation.

The board will be involved in building and steering the long-range mission of the school, but will not be included in its daily activities except as the Head of School sees fit.

2. Provide a forecast of where you see the school after its first year of operation and then again in four years.

Based on my experiences in Philadelphia, the first and second year will be critical, and very demanding. With the school growing its population over the first four years (336 students in Year 1, 448 students in Year 2, and 560 students in Year 3), it will not be until Year 4 that the school will be able to develop a solid, steady rhythm. It will take time for systems to be established and inculcated. Parents, staff, and students will take time to know and trust each other, but over time will do so. With each additional year under its belt, the school will get stronger and more effective and efficient.

3. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

The board will need to support the Head of School in all ways, including not second-guessing him, while also taking a lead on the strategic vision and analysis of progress and performance on all goals set. The President of the Board and Heads of School will need to be in very close contact, communicating on all fronts; they will need to develop a trusting relationship with one another. The board will also need to leverage resources, access and build partnerships, as well as spread the mission and vision of the school.

4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

If a member of the board were to act unethically in any way, they would need to resign or be removed from the board. Further, all board members must be on the same page about the mission and vision of the school in order to be on the board at all.

## 2.3 Charter Board Member Disclosures Form

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

☐ I / we do not know prospective board members.

☒ Yes; I/we do know prospective board members. The description follows.

I have become acquainted with the prospective board members for Freire Wilmington through the process of recruiting them to serve on the board.

2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

☐ I / we do not know any such school employees.

☒ Yes; I/we do know such school employees. The description of the relationship follows.

I know Bill Porter, Felicia Wennell and Paul Ramirez. I have worked with Bill for 12 years at Freire Charter School in Philadelphia. I met Paul and Felicia early this fall.

3. Indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee, or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

☐ I / we do not know any such persons.

☒ Yes; I/we do know such persons. The description of the relationship and the nature of the business follows.

Wilmington is the kind of place where everyone seems to know someone, or be only one degree of separation from them. While I do not specifically know with whom the school will be working, I can imagine that I might have met or known them already.

4. Indicate if you, your spouse, or other immediate family members have any ownership or financial interest in the charter school, including but not limited to the building and real property to be used in the operation of the charter school, or anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of your ownership or financial interest in the school and/or the business that is being or will be conducted.

☐ I / we do not expect to conduct any such business.

☒ Yes; I/we do such business. The precise nature of the ownership or financial interest in the school and/or the business that is being or will be conducted follows.

After resigning from the charter school's board of directors, I will serve as the CEO of Build the Future, which will be the Charter Management Organization that works closely with FCS Wilmington on a fee-for-service basis.

5. If the school intends to contract with a Charter Management Company, indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

☐ Not applicable because the school does not intend to contract with a charter management company.

☐ I / we do not know any such persons.

☒ Yes, I/we do know such persons. The description of the relationship follows.

I will be the CEO of the CMO titled Build the Future. It was I who incorporated Build the Future, and I who recruited and selected its board members.

6. If the school contracts with a Charter Management Company, please indicate whether you, your spouse, or other immediate family members have a direct or indirect ownership, employment, contractual, or management interest in the provider. For any interest indicated, provide a detailed description.

☐ Not applicable.

☐ I / we have no such interest.

☒ Yes, I/we have a direct or indirect ownership, employment, contractual or management interest in the provider. A detailed description follows.

I will be employed by the CMO. I will not serve on the board of the charter school once I am employed by the CMO.



7. If the school plans to contract with a Charter Management Company, indicate if you, your spouse, or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

☒ Not applicable.

☐ I / we or my family do not expect to conduct any such business.

☐ Yes. We or my family do expect to conduct such business. A description follows.

Not applicable-- I am the provider.

8. Indicate whether you, your spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school.

☒ Does not apply to me, my spouse, or family.

☐ Yes. I, my spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

9. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to exist, should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.

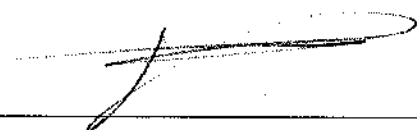
☐ None

☒ Yes. A description of the potential ethical or legal conflicts(s) of interest follows.

I will only be able to serve as a member of the school's founding group. Once the school is established, because I will become the CEO of Build the Future, I will not serve further as a board member.

#### Certification

I, Kelly Davenport, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective Board Member for Freire Charter School is true and correct in every response.



Signature

12/19/2013

Date

## 2.2 Charter School Board Member Information Form

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### Attachment 11

*14 Del. C. § 512 (1), (3), (6) and (9)*

#### **To be completed individually by each proposed charter school board member**

Serving on a public charter school board is a position of public trust and fiduciary responsibility. As a board member of a public school, you are responsible for ensuring the quality of the school program, competent stewardship of public funds, and the school's fulfillment of its public obligations and all terms of its charter.

As part of the application for a new charter school, the DDOE requests that each prospective board member respond individually to this questionnaire. Where narrative responses are required, brief responses are sufficient.

The purpose of this questionnaire is twofold.

- (1) To give application reviewers a clearer introduction to the Founding Group behind each school proposal in advance of the applicant interview, and to be better prepared for the interview/Initial Meeting.
- (2) To encourage board members to reflect individually as well as collectively on their common mission, purposes, and obligations at the earliest stage of school development.

**Background**

1. The name of the charter school on whose Board of Directors you intend to serve:

Freire Charter School (Wilmington)

2. Your full name:

Gerald Howard Escovitz

Home address:

143 Woodside Road  
Ardmore, PA 19003

Business name and address:

NA

Telephone number:

Home: 610-642-1661

Cell: 215-512-1556

E-mail address:

gescovitz @ comcast.net

3. Brief educational and employment history. (No narrative response is required if résumé and professional biography are attached.)

☒ Résumé and professional biography are attached.

4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation.

☒ Yes

☐ Does not apply to me.

5. Why do you wish to serve on the board of the proposed charter school?

I wish to use my 12 years of experience as a Freire board member to extend its successful experience to more inner-city students.

6. What is your understanding of the appropriate role of a public charter school board member?

A public charter school board member's role is to establish and monitor school policies, and to oversee issues of school safety, education progress, and finances.

7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.

I have 12 years of experience as a charter school board member, including several years as vice chair of the board. This charter school board experience is supported by a long career in medical education.

8. Describe the specific knowledge and experience that you would bring to the board.

I have experience serving in a leadership role on a public charter school's board of directors, which has included oversight and direction of school policies, safety issues, academic progress on both individual and institutional levels, and major financial decisions. I have substantial experience with contributing, as a board member and vice chair, to the long-term direction of the school, and with setting institutional goals and monitoring the school's progress towards those goals.

9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application.

☒ Yes

☐ No

**I have submitted my receipt from submitting my fingerprints for a state and federal background check, as well as a copy of the request form I submitted to the Delaware Child Protection Registry. I will forward the results of all background checks to the Delaware Charter Office as soon as I receive them.**

**School Mission and Program**

1. What is your understanding of the school's mission and guiding beliefs?

Freire Charter School's mission is to prepare students for post-secondary education and life, especially college acceptance and graduation.

2. What is your understanding of the school's proposed educational program?

Freire's educational program prioritizes students' academic progress and preparation for college above all else.

3. What do you believe to be the characteristics of a successful school?

A successful school demonstrates a culture that stresses safety, responsibility, respect, and high academic standards for all students, educators, and administrators in its learning community-- and supports each individual in maintaining these important cultural elements.

4. How will you know that the school is succeeding (or not) in its mission?

Success of the school's mission can be measured by the following standards:

- The school is safe.
- Teachers and students consistently demonstrate respect for one another.
- There is a positive community response to the school-- e.g., a high application rate.
- Students are held to high academic standards and show positive results.

**Governance**

1. Describe the role that the board will play in the school's operation.

The board develops the school's policies and procedures, oversees financial management and educational progress, hires and fires the Head of School, initiates and participates in decision planning, and raises private funds for the school.

2. Provide a forecast of where you see the school after its first year of operation and then again in four years.

Over the course of its first four years in operation, I expect the school to show consistent progress towards the following goals, which should become reality by the end of the fourth year of operation:

- School policies and procedures are fully developed and operational.
- A safe, responsible school environment has been firmly established.
- The school's academic programs are operational and students show consistent progress.
- The school's staff have developed into a stable, high-functioning team of educators.

3. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

In order to drive the new school's success, the board of directors will need to hold itself and all members of the school community accountable to the standards and goals listed above. The board will place the highest priority on assessing, acknowledging, and addressing any and all policy-based or procedural issues that may slow the school's progress towards its goals.

4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

As a board leader, I would first discuss the board member's actions with that board member individually, and request that they modify their behavior. If this did not produce a satisfactory result, I would bring the issue to the board as a group, and request that the individual acting unethically be removed from the board. If the individual's actions are criminal in nature, I would notify the appropriate authorities.

## 2.3 Charter Board Member Disclosures Form

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

☒ I / we do not know prospective board members.

☐ Yes; I/we do know prospective board members. The description follows.

2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

☒ I / we do not know any such school employees.

☐ Yes; I/we do know such school employees. The description of the relationship follows.

3. Indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee, or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

☒ I / we do not know any such persons.

☐ Yes; I/we do know such persons. The description of the relationship and the nature of the business follows.

4. Indicate if you, your spouse, or other immediate family members have any ownership or financial interest in the charter school, including but not limited to the building and real property to be used in the operation of the charter school, or anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of your ownership or financial interest in the school and/or the business that is being or will be conducted.

☒ I / we do not expect to conduct any such business.

☐ Yes; I/we do such business. The precise nature of the ownership or financial interest in the school and/or the business that is being or will be conducted follows.

5. If the school intends to contract with a Charter Management Company, indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

☐ Not applicable because the school does not intend to contract with a charter management company.

☐ I / we do not know any such persons.

☒ Yes, I/we do know such persons. The description of the relationship follows.

If and when Freire Charter School Wilmington's charter application is approved, a Charter Management Organization will be brought into being, with Kelly Davenport as its head and several other current members of Freire Charter School's administration becoming its staff. In that event, I will know Kelly and other staff, through having worked with them as a member of the board of Freire Charter School in Philadelphia.

6. If the school contracts with a Charter Management Company, please indicate whether you, your spouse, or other immediate family members have a direct or indirect ownership, employment, contractual, or management interest in the provider. For any interest indicated, provide a detailed description.

☐ Not applicable.

☒ I / we have no such interest.

☐ Yes, I/we have a direct or indirect ownership, employment, contractual or management interest in the provider. A detailed description follows.

7. If the school plans to contract with a Charter Management Company, indicate if you, your spouse, or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

☐ Not applicable.

☒ I / we or my family do not expect to conduct any such business.

☐ Yes. We or my family do expect to conduct such business. A description follows.



8. Indicate whether you, your spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school.

☒ Does not apply to me, my spouse, or family.

☐ Yes. I, my spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

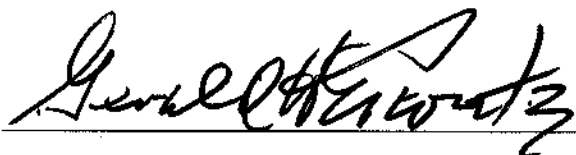
9. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to exist, should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.

☒ None

☐ Yes. A description of the potential ethical or legal conflicts(s) of interest follows.

#### Certification

I, Gerald H. Escovitz, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective Board Member for Freire Charter School is true and correct in every response.



Signature

12/19/2013

Date

**2.2 Charter School Board Member Information Form**

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**Attachment 11**

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- (2) To encourage board members to reflect individually as well as collectively on their common mission, purposes, and obligations at the earliest stage of school development.

### General Information

Full name:

John H. Pierson

Home address:

407 Hillcrest Ave  
Wilmington, DE 19809

Business name and address:

YMCA of Delaware  
100 W 10<sup>th</sup> Street, Suite 1100  
Wilmington, DE 19801

Telephone number:

(302) 220-7750

E-mail address:

JPierson@ymcade.org

### Background

1. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation.

☒ Yes

☐ Does not apply to me.

2. Why do you wish to serve on the board of the proposed charter school?

I believe in the mission of the Freire School. I'm confident this school can make a positive impact in Wilmington.

3. What is your understanding of the appropriate role of a public charter school board member?

It's my responsibility to assure that the Freire school delivers a high quality educational experience to our students. It's my responsibility to assure that Freire stays true to their charter mission. Freire needs to meet and exceed state educational standards - it's my responsibility to be aware of our school's performance and work with administration to assure we serve our students to the highest standards possible. It's my responsibility to assure that our school complies with our charter and all applicable state laws.

4. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.

I've been active as a member and officer of my child's PTA organization. I've also served as a member of

The name of the charter school on whose Board of Directors you intend to serve:

Freire Charter School (Wilmington)

Brief educational and employment history. (No narrative response is required if résumé and professional biography are attached.)

☒ Résumé and professional biography are attached.

Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application.

☒ Yes

☐ No

**Note: I am submitting my official verification of having submitted my fingerprints for a state and federal criminal background check, and a copy of the request for a child abuse clearance I submitted. I will submit the results of both clearances to the Charter Schools Office as soon as I receive them.**

our local community swimming club's board. I've not served on a charter school board, however - I feel that I have knowledge specific to education in Delaware that qualifies me to serve. I've attended several workshops/events such as Vision 2015 to learn more about education in Delaware. I'm also a member of the YMCA of Delaware leadership team. I work closely with YMCA board teams throughout Delaware - providing leadership and direction to YMCA board groups.

5. Describe the specific knowledge and experience that you would bring to the board.

My oldest daughter will be graduating from Mount Pleasant High school in the spring of 2014. I've been an active volunteer throughout her educational career. I've also done extensive research on our state's economy, our educational climate, and am familiar with many of our state's educational obstacles and advantages. I'm familiar with "Race to the Top", Vision 2015, the DSEA, the history of education in Delaware, and understand the role of charter schools in Delaware.

**School Mission and Program****1. What is your understanding of the school's mission and guiding beliefs?**

Freire provides a college prep academic experience with a focus on individual freedom, critical thinking, and problem solving. Freire has a zero tolerance policy on violence. The kids at Freire feel safe. The vision of the school is to provide the tools needed for students to be successful.

**2. What is your understanding of the school's proposed educational program?**

Freire is a college prep school based in liberal arts and sciences. Freire has an established course of study for their students based on classes that colleges and universities look for in their admissions process. Although students may enter the school performing on a wide variety of grade levels, Freire expects every student to achieve at their highest potential.

**3. What do you believe to be the characteristics of a successful school?**

A school needs to provide a safe environment for students. Schools need to have high expectations for their students - demanding that students reach their full potential. Students will perform at levels expected of them.

**4. How will you know that the school is succeeding (or not) in its mission?**

Annual review of DCAS performance data. Freire also tracks graduation rates, the percentage of students attending college as well as college persistence rates. As a member of the board, I will also regularly visit the school - observing student life culture and the learning environment.

## **Governance**

1. Describe the role that the board will play in the school's operation.

Charter school boards are held accountable by the authorizer, the state, the federal government and the public to ensure that the school is operating in accordance with its original purpose and doing so in a responsible manner. Legally, the buck stops with the board. The board must focus on student achievement, act strategically, and support our school's leader. We raise and use resources wisely and fulfill all compliance expectations. A board "manages" only two things - the school leader and ourselves. As a founding board, we will engage in initial planning and formation of our charter school - including application for our charter and planning for the creation of a board of directors. As a board we responsible for oversight of finances and oversight of the audit function, we're responsible for governance, academic excellence and financial development.

2. Provide a forecast of where you see the school after its first year of operation and then again in four years.

The first year will require significant work and learning. For the staff leadership, this will be their first experience operating in Delaware - learning about children in Delaware and the nuances of Delaware. The leadership team and board will work to create an effective working relationship and the culture of the school will need time to achieve credibility in our community. Year one will also be our baseline year in terms of academics - learning where the kids are in aptitude and what needs to be learned/strengthened.

Four years later student achievement will reach or exceed state and national averages, thus closing the achievement gap. Our school's culture will be well established and maintained by teachers and students both.

3. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Our board will need to recruit the best and brightest Delawareans to serve. We'll need to work closely with staff leadership to craft a short term and long term strategic plan. Expectations of board volunteers must be clearly communicated - we need to work to be sure each member of our board is productive and carrying out well defined roles. As a board team, we'll have a process in place to assess our own performance. As we create a chart of work for our board, appropriate standing committees will be created - Governance, Academic Excellence, Finance, Development, etc.

4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Prior to joining our board - potential new board members must be made aware of our operating code of ethics. Continued open communication is paramount. If it's suspected that a member of the board is acting unethically, the nature of the situation requires discussion with either the board chair or the board Governance committee.

**2.3 Charter Board Member Disclosures Form**

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

☒ I / we do not know prospective board members.

☐ Yes; I/we do know prospective board members. The description follows.

2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

☒ I / we do not know any such school employees.

☐ Yes; I/we do know such school employees. The description of the relationship follows.

3. Indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee, or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

☒ I / we do not know any such persons.

☐ Yes; I/we do know such persons. The description of the relationship and the nature of the business follows.

4. Indicate if you, your spouse, or other immediate family members have any ownership or financial interest in the charter school, including but not limited to the building and real property to be used in the operation of the charter school, or anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of your ownership or financial interest in the school and/or the business that is being or will be conducted.

☒ I / we do not expect to conduct any such business.

☐ Yes; I/we do such business. The precise nature of the ownership or financial interest in the school and/or the business that is being or will be conducted follows.



5. If the school intends to contract with a Charter Management Company, indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

☐ Not applicable because the school does not intend to contract with a charter management company.

☒ I / we do not know any such persons.

☐ Yes, I/we do know such persons. The description of the relationship follows.

6. If the school contracts with a Charter Management Company, please indicate whether you, your spouse, or other immediate family members have a direct or indirect ownership, employment, contractual, or management interest in the provider. For any interest indicated, provide a detailed description.

☐ Not applicable.

☒ I / we have no such interest.

☐ Yes, I/we have a direct or indirect ownership, employment, contractual or management interest in the provider. A detailed description follows.

7. If the school plans to contract with a Charter Management Company, indicate if you, your spouse, or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

☐ Not applicable.

☒ I / we or my family do not expect to conduct any such business.

☐ Yes. We or my family do expect to conduct such business. A description follows.

8. Indicate whether you, your spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school.

☒ Does not apply to me, my spouse, or family.

☐ Yes. I, my spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

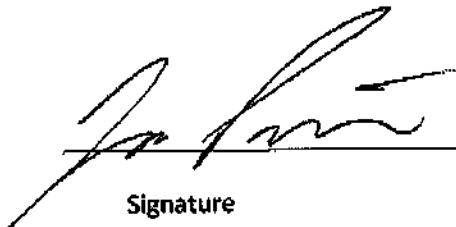
9. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to exist, should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.

☒ None

☐ Yes. A description of the potential ethical or legal conflicts(s) of interest follows.

#### Certification

I, John Pierson, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective Board Member for Freire Charter School is true and correct in every response.

  
Signature

12/17/13  
Date

**2.2 Charter School Board Member Information Form**

---

**Attachment 11**

*14 Del. C. § 512 (1), (3), (6) and (9)*

**To be completed individually by each proposed charter school board member**

Serving on a public charter school board is a position of public trust and fiduciary responsibility. As a board member of a public school, you are responsible for ensuring the quality of the school program, competent stewardship of public funds, and the school's fulfillment of its public obligations and all terms of its charter.

As part of the application for a new charter school, the DDOE requests that each prospective board member respond individually to this questionnaire. Where narrative responses are required, brief responses are sufficient.

The purpose of this questionnaire is twofold.

- (1) To give application reviewers a clearer introduction to the Founding Group behind each school proposal in advance of the applicant interview, and to be better prepared for the interview/Initial Meeting.
- (2) To encourage board members to reflect individually as well as collectively on their common mission, purposes, and obligations at the earliest stage of school development.

**Background**

1. The name of the charter school on whose Board of Directors you intend to serve:

Freire Charter School (Wilmington)

2. Your full name: William Porter

Home address: 4804 Conshohocken Avenue  
Philadelphia, PA 19131

Business name and address: Freire Charter School  
2027 Chestnut Street  
Philadelphia, PA 19103

Telephone number: (215) 557-8555 ext 1900

E-mail address: bill@freirecharterschool.org

3. Brief educational and employment history. (No narrative response is required if résumé and professional biography are attached.)

☒ Résumé and professional biography are attached.

4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation.

☒ Yes (Board President of Belmont Village Community Association 10/2010-10/2013)

☐ Does not apply to me.

5. Why do you wish to serve on the board of the proposed charter school?

I wish to serve on the board of Freire Wilmington because this is a school that I believe in. For 15 years, Freire has defied national statistics and showed what students of color and students of lower incomes are truly capable of when given a supportive, enriching educational environment. As a board member of this school, as a Founding Group member and then as Head of School, I know I can help create a positive change in the Greater Wilmington area.

6. What is your understanding of the appropriate role of a public charter school board member?

Serving on a board is a public trust and a fiduciary responsibility. As a board member of a public school, I am responsible for ensuring the quality of the school program, competent stewardship of public funds, and the school's fulfillment of its public obligations and all terms of its charter.

7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.

For three years, I sat on the board of the Belmont Village Community Association, a non-profit corporation in the State of Pennsylvania. I served as Board President, overseeing all aspects (financial, legal, public relations, governmental affairs) of the organization. During my term, membership in the organization rose 42% and membership giving increased over 600%. I also wrote and won three grants during this time.

8. Describe the specific knowledge and experience that you would bring to the board.

Nine years of teaching experience; ten years of school administration experience; one year of business management experience, three years of board experience; twenty-year resident of Delaware

9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application.

☒ Yes

☐ No

**Note:** I am submitting the results of a criminal background check, and proof of submission of a request for a check of the Child Abuse Registry. I will submit the results of the check of the Child Abuse Registry to the Charter Schools Office as soon as they are available.

**School Mission and Program****1. What is your understanding of the school's mission and guiding beliefs?**

The mission of the school to provide a college-preparatory learning experience with a focus on individual freedom, critical thinking, and problem solving in an environment that emphasizes the values of community, teamwork, and nonviolence. Our guiding beliefs are to live with integrity, learn all you can, and lead from within and out front.

**2. What is your understanding of the school's proposed educational program?**

Freire Wilmington is exclusively college prep in its mission. The educational program is rigorous and focused on college readiness standards.

**3. What do you believe to be the characteristics of a successful school?**

High expectations for students and staff alike; instruction aligned to standards and to students' needs; organized and efficient processes, procedures, and operation; reflective community; instructional time-on-task maximized; strong code of conduct; parental engagement; supportive board who focuses on outcomes and not the process; collaboration; cherishment; mental and physical safety; sufficient state and local funding to meet students' needs; solid financials; people get what they need

**4. How will you know that the school is succeeding (or not) in its mission?**

Performance indicators being met or not met are an essential measure of a school's success or failure. While one indicator should never be used to label a school anything, a collection of data points can offer an empirical reality devoid of emotion.

**Governance**

1. Describe the role that the board will play in the school's operation.

The board holds the school's charter. We are ultimately responsible for insuring that the school operates effectively. The board should not be micromanaging, however. Hiring teachers, selecting textbooks, deciding what classes to offer are not the role of the Freire Wilmington Board.

2. Provide a forecast of where you see the school after its first year of operation and then again in four years.

The first year will be a growing year... and a big learning year. To get over 300 brand new kids, a few dozen brand new staff members, a brand new building, a brand new set of state regulations, and only a few folks knowing how a Freire school operates all to combine perfectly is an arduous task. The first year will not be without its hiccups and moments where we have to pick ourselves back up and reflect on what we just learned. We will not make excuses though as that will prevent us from being the best. We will focus our energy on growth.

By the four year, I see Freire Wilmington really have come into its stride. All four grades will have already been enrolled and we will have just celebrated our first graduating class at the high school. I envision parents hungry to send their students to Freire and government officials highlighting us as a model of how to do it right in public education.

3. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

To foster the school's success, the board will need to let the school leaders manage the day-to-day details. The school leaders are the educational experts. The board will be needed to help the school make connections and to fundraise.

4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Freire Charter School does not tolerate unethical behavior as an institution, and I certainly do not tolerate it personally or professionally. The sanction would depend on the level of offense, but there would be a consequence.

## 2.3 Charter Board Member Disclosures Form

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

☐ I / we do not know prospective board members.

☒ Yes; I/we do know prospective board members. The description follows.

I know the other proposed board members because of the work we have done together to build Freire Wilmington.

2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

☐ I / we do not know any such school employees.

☒ Yes; I/we do know such school employees. The description of the relationship follows.

I know dozens of school employees because I work in a school.

3. Indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee, or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

☐ I / we do not know any such persons.

☒ Yes; I/we do know such persons. The description of the relationship and the nature of the business follows.

In order to complete our charter application, I have interacted with numerous folks in Delaware—realtors, bankers, philanthropists, community agencies, CEOs, teachers, parents, kids, etc. I hope that once our charter is approved that these folks will want to interact with the school with securing the building, financing the building, being a teacher in our school, sending their children to our school, working with our kids in a partnership, or just being a kid in our school.

4. Indicate if you, your spouse, or other immediate family members have any ownership or financial interest in the charter school, including but not limited to the building and real property to be used in the operation of the charter school, or anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of your ownership or financial interest in the school and/or the business that is being or will be conducted.

☒ I / we do not expect to conduct any such business.

☐ Yes; I/we do such business. The precise nature of the ownership or financial interest in the school and/or the business that is being or will be conducted follows.



5. If the school intends to contract with a Charter Management Company, indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

☐ Not applicable because the school does not intend to contract with a charter management company.

☐ I / we do not know any such persons.

☒ Yes, I/we do know such persons. The description of the relationship follows.

Kelly Davenport, Ann Pagano, and Rachel Wiggans are all my co-workers at Freire. They will move to the CMO level if the DE charter school is approved.

6. If the school contracts with a Charter Management Company, please indicate whether you, your spouse, or other immediate family members have a direct or indirect ownership, employment, contractual, or management interest in the provider. For any interest indicated, provide a detailed description.

☐ Not applicable.

☒ I / we have no such interest.

☐ Yes, I/we have a direct or indirect ownership, employment, contractual or management interest in the provider. A detailed description follows.

7. If the school plans to contract with a Charter Management Company, indicate if you, your spouse, or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

☐ Not applicable.

☐ I / we or my family do not expect to conduct any such business.

☒ Yes. We or my family do expect to conduct such business. A description follows.

I plan on conducting business with them in their capacity as the CMO of Freire Wilmington. In this context, I will conduct business with them on almost a daily basis as Head of School. There will be no other business conducted between employees of the CMO and employees of Freire Wilmington, outside of this contracted relationship.

8. Indicate whether you, your spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school.

☒ Does not apply to me, my spouse, or family.

☐ Yes. I, my spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

9. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to exist, should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.

☒ None

☐ Yes. A description of the potential ethical or legal conflicts(s) of interest follows.

#### Certification

I, William Porter, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective Board Member for Freire Charter School is true and correct in every response.



Signature

12/19/2013

Date

## 2.2 Charter School Board Member Information Form

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### Attachment 11

*14 Del. C. § 512 (1), (3), (6) and (9)*

#### **To be completed individually by each proposed charter school board member**

Serving on a public charter school board is a position of public trust and fiduciary responsibility. As a board member of a public school, you are responsible for ensuring the quality of the school program, competent stewardship of public funds, and the school's fulfillment of its public obligations and all terms of its charter.

As part of the application for a new charter school, the DDOE requests that each prospective board member respond individually to this questionnaire. Where narrative responses are required, brief responses are sufficient.

The purpose of this questionnaire is twofold.

- (1) To give application reviewers a clearer introduction to the Founding Group behind each school proposal in advance of the applicant interview, and to be better prepared for the interview/Initial Meeting.
- (2) To encourage board members to reflect individually as well as collectively on their common mission, purposes, and obligations at the earliest stage of school development.

**Background**

1. The name of the charter school on whose Board of Directors you intend to serve:

Freire Charter School (Wilmington)

2. Your full name:

Paul Ramirez

Home address:

1316 W 7<sup>th</sup> Street  
Wilmington, DE 19805

Business name and address:

Howard High School of Technology  
401 E 12<sup>th</sup> Street  
Wilmington, DE 19801

Telephone number:

832-465-5036

E-mail address:

paul.e.ramirez@gmail.com

3. Brief educational and employment history. (No narrative response is required if résumé and professional biography are attached.)

☒ Résumé and professional biography are attached.

4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation.

☐ Yes

☒ Does not apply to me.

5. Why do you wish to serve on the board of the proposed charter school?

I believe that rigorous education is key for student success, and am eager to continue to help bring more opportunities for rigorous education to more Wilmington students. Freire has had success preparing students for academic success in the past, and I want to serve on the board of directors of Freire Charter School in Wilmington in order to help expand those opportunities to students in Delaware.

6. What is your understanding of the appropriate role of a public charter school board member?

I believe that the appropriate role of a public charter school board member is to help develop and promote the mission and values of the school through a variety of measures. These measures will include helping craft school procedures and policies, and assisting school leaders in various capacities.

7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.

I do not have any previous board experience. However, having worked at a turnaround school in Delaware for the last four years, I have extensive experience working in education, and with addressing the specific needs and concerns of students and families in Wilmington schools.

8. Describe the specific knowledge and experience that you would bring to the board.

As a teacher with multiple years of experience working in a Wilmington school, I bring an extensive knowledge of teaching and curriculum practices and concepts, and of the practice and teaching of instructional leadership. I also bring experience understanding and addressing the varied and complex strengths and needs that students and parents bring to a school's learning community.

9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application.

☒ Yes

☐ No

I have submitted verification of having submitted my fingerprints for a background check, and a copy of the request form I sent to the Child Abuse Registry. I will forward the results of both background checks to the Charter Office as soon as they are available.

**School Mission and Program****1. What is your understanding of the school's mission and guiding beliefs?**

Freire Charter School is guided by its belief in the importance of creating a safe educational community, valuing individuality in every member of that community, and holding all members of the learning community to high academic expectations. Freire as an institution believes strongly in these concepts, and organizes its policies and procedures around them.

**2. What is your understanding of the school's proposed educational program?**

Freire Charter School's education program in Wilmington will mirror its educational program in Philadelphia, and will consist of a rigorous curriculum designed to prepare students for the challenges of college.

**3. What do you believe to be the characteristics of a successful school?**

A successful school features caring and invested teachers with high expectations, a culture of safety and rigorous academics among students, data-driven leadership, and a focus on continuous reflection and improvement.

**4. How will you know that the school is succeeding (or not) in its mission?**

First, the school's success will be measured in terms of student achievement data-- that is, via students' scores on standardized tests, their rates of acceptance to college, their persistence through college, and their grades. The success of the school will also be evident in the presence of a culture of success and rigor throughout the school, along with a sense of combined urgency and joy that should pervade students' and teachers' approach to education.

**Governance**

1. Describe the role that the board will play in the school's operation.

The school's board of directors will help develop the school's vision, mission, and goals. It will also hold the school accountable to its charter.

2. Provide a forecast of where you see the school after its first year of operation and then again in four years.

After its first year, I believe that Freire Wilmington will display established school routines and procedures, and will employ a team of staff that has been adequately trained in the essentials of how things work at Freire. After four years, I will expect to see established and passionate staff running the school, and students who are fully invested in the ideals and values of the school. By this point, graduates of Freire Wilmington will have begun to move on to many career and college opportunities.

3. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

The school's board will need to clarify the roles and responsibilities that belong to each member of the school's educational community, develop community and parent relations, develop and maintain the school's policies and procedures, and monitor the school's accountability.

4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Unethical behavior or directly acting against the interests of the school should be grounds for removal from the board, after the board member in question has been offered the opportunity to fully explain their claims or ideas.

### 2.3 Charter Board Member Disclosures Form

---

**To be completed individually by each proposed charter school board member.**

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

☐ I / we do not know prospective board members.

☒ Yes; I/we do know prospective board members. The description follows.

I know Felicia Wenell, another proposed member of Freire Charter School's Wilmington school board, through Teach for America, where we have both worked.

2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

☒ I / we do not know any such school employees.

☐ Yes; I/we do know such school employees. The description of the relationship follows.

3. Indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee, or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

☐ I / we do not know any such persons.

☒ Yes; I/we do know such persons. The description of the relationship and the nature of the business follows.

Next year, I will undergo training in educational leadership through the Delaware Leadership Project. During that time, I will be interning at Freire Charter School in Philadelphia, in preparation for membership on the leadership team of Freire Charter School in Wilmington.



4. Indicate if you, your spouse, or other immediate family members have any ownership or financial interest in the charter school, including but not limited to the building and real property to be used in the operation of the charter school, or anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of your ownership or financial interest in the school and/or the business that is being or will be conducted.

☒ I / we do not expect to conduct any such business.

☐ Yes; I/we do such business. The precise nature of the ownership or financial interest in the school and/or the business that is being or will be conducted follows.

5. If the school intends to contract with a Charter Management Company, indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

☐ Not applicable because the school does not intend to contract with a charter management company.

☐ I / we do not know any such persons.

☒ Yes, I/we do know such persons. The description of the relationship follows.

Contingent on the approval of this charter application and the creation of a Charter Management Company to contract with Freire Charter School in Wilmington, I will be acquainted with Kelly Davenport, who will become the CEO of the new Charter Management Company. I met Kelly Davenport earlier this year, and have been in contact with her regarding Freire Charter School's existing campuses and the possibility of its expansion into Wilmington since then.

6. If the school contracts with a Charter Management Company, please indicate whether you, your spouse, or other immediate family members have a direct or indirect ownership, employment, contractual, or management interest in the provider. For any interest indicated, provide a detailed description.

☐ Not applicable.

☒ I / we have no such interest.

☐ Yes, I/we have a direct or indirect ownership, employment, contractual or management interest in the provider. A detailed description follows.

7. If the school plans to contract with a Charter Management Company, indicate if you, your spouse, or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

☐ Not applicable.

☒ I / we or my family do not expect to conduct any such business.

☐ Yes. We or my family do expect to conduct such business. A description follows.

8. Indicate whether you, your spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school.

☒ Does not apply to me, my spouse, or family.

☐ Yes. I, my spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

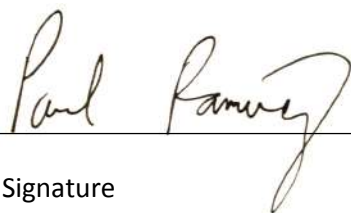
9. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to exist, should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.

☒ None

☐ Yes. A description of the potential ethical or legal conflicts(s) of interest follows.

#### Certification

I, Paul Ramirez, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective Board Member for Freire Charter School is true and correct in every response.

  
Signature

12/18/13  
Date

## 2.2 Charter School Board Member Information Form

---

### Attachment 11

*14 Del. C. § 512 (1), (3), (6) and (9)*

#### **To be completed individually by each proposed charter school board member**

Serving on a public charter school board is a position of public trust and fiduciary responsibility. As a board member of a public school, you are responsible for ensuring the quality of the school program, competent stewardship of public funds, and the school's fulfillment of its public obligations and all terms of its charter.

As part of the application for a new charter school, the DDOE requests that each prospective board member respond individually to this questionnaire. Where narrative responses are required, brief responses are sufficient.

The purpose of this questionnaire is twofold.

- (1) To give application reviewers a clearer introduction to the Founding Group behind each school proposal in advance of the applicant interview, and to be better prepared for the interview/Initial Meeting.
- (2) To encourage board members to reflect individually as well as collectively on their common mission, purposes, and obligations at the earliest stage of school development.

**Background**

1. The name of the charter school on whose Board of Directors you intend to serve:

Freire Charter School (Wilmington)

2. Your full name:

Hal Real

Home address:

P. O. Box 186

9 S. Rockland Falls Road

Rockland, DE 19732-0186

Business name and address:

World Café Live

500 N. Market Street

Wilmington, DE 19801

Telephone number:

302-504-9555

E-mail address:

hreal@realentertainmentgroup.com

3. Brief educational and employment history. (No narrative response is required if résumé and professional biography are attached.)

☒ Résumé and professional biography are attached.

4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation.

☒ Yes

☐ Does not apply to me.

5. Why do you wish to serve on the board of the proposed charter school?

Freire Charter School offers incredible academic and personal opportunities to students in Philadelphia. I wish to serve on Freire Charter School's board in Wilmington because I believe that making these kinds of educational opportunities available to students in Wilmington is of the highest priority.

6. What is your understanding of the appropriate role of a public charter school board member?

The central responsibilities of a public charter school board member are to maintain and strengthen the mission of the school. The school's board holds the responsibility for protecting and honoring the public's investment in the school-- both its financial investment and the personal investment that the school's students and families make. The board will hire and fire the head of school, raise funds, offer advice, and hold the school accountable to the highest standards of quality and integrity.

7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.

I have served on and led several other organizations' boards, including the Mid-Atlantic Arts Foundation, Fringe Arts, the Delaware College of Art and Design, LiveConnections.org, the Light Up the Queen Foundation, the People's Light and Theatre Company, the Greater Philadelphia Cultural Alliance, and the Main Line Chamber of Commerce. My role as co-founder and board member of the Light Up the Queen Foundation, which brought the Queen Theatre back to life two years ago in downtown Wilmington, is perhaps particularly relevant. I am also the co-founder of LiveConnections, which brings hundreds of Wilmington students to the Queen for educational interactive music sessions each year.

8. Describe the specific knowledge and experience that you would bring to the board.

In addition to my extensive board experience, I bring to the board a background in law, business, and non-profit leadership, all of which will inform my actions as a member of Freire Charter School's board in Wilmington. Through my extensive community-development work in Wilmington, I have also developed an intimate knowledge of the Wilmington community and its unique strengths and concerns.

9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application.

☒ Yes

☐ No

**Please note: I will submit verification of submission of my fingerprints for a criminal background check, and a copy of my request for a check of the Child Abuse Registry. I will forward the results of both clearances to the Charter Schools Office as soon as I have them.**

**School Mission and Program****1. What is your understanding of the school's mission and guiding beliefs?**

Freire Charter School's mission is to give each student the opportunity to achieve their fullest potential, without ever disrespecting students by expecting less than their best from them. The school believes that every student, when supported by high expectations and comprehensive academic and personal support, is capable of academic achievement. Freire Charter School pushes everyone involved in the school to be their best, and provides the tools and resources that will allow them to do so.

**2. What is your understanding of the school's proposed educational program?**

Freire Charter School's proposed educational program is academics-centered, and ultimately aims to prepare students for higher education. Students will be expected to go on to college upon their graduation from Freire Wilmington. Students will be held to high academic standards, and supported in developing their full potential through a wide variety of personal and academic supports.

**3. What do you believe to be the characteristics of a successful school?**

A successful school is one in which students have both the opportunity and the resources to achieve their full potential. In a successful school, both adults and students are constantly learning and growing, students feel safe and respected, and parents and community members are involved in enriching students' educational experiences.

**4. How will you know that the school is succeeding (or not) in its mission?**

The board and school leadership team will jointly create and work towards a specific set of goals for the school, with the end goal of consistently achieving the school's mission. The goals chosen will be measureable, and progress towards them will be measured regularly, so that the board and school leaders can determine what improvements and adjustments need to be made.

### Governance

1. Describe the role that the board will play in the school's operation.

In the long term, the board's central role will be to contribute to developing the long-range mission of the school, and supporting the school in adhering to that mission. On a daily basis, board members' responsibility is to support the school, its faculty, its administration, and its students, and to serve as ambassadors for the school in the community.

2. Provide a forecast of where you see the school after its first year of operation and then again in four years.

I believe that the first and second year that the school is in operation will be very challenging, but that the incredible effort these years demand from Freire Wilmington's staff and administration will play a crucial role in the school's long-term success. By its fourth year, I expect the school to have begun to establish a reliable routine and culture. Over time, parents, staff, and students will develop trusting relationships with one another; as these relationships grow and strengthen, and as the school's educational team gains experience, the school will grow steadily stronger and more effective.

3. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Board leaders and school leaders will need to be in close contact and to develop a collaborative partnership with one another. The board will need to take the lead in establishing the strategy through which the school will achieve its mission, and in measuring the school's progress towards established goals. The board will also need to serve as an ambassador on behalf of the school in the community, developing resources, connections, and public knowledge of and support for the school.

4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

If I believed that a member or members of the board were acting unethically or not in the school's best interest, I would raise the issue with the appropriate officers of the board, or the board as a whole if necessary. If any member of the board were to act unethically in any way, it would be necessary for that member to resign or be removed from the board.

### 2.3 Charter Board Member Disclosures Form

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

☒ I / we do not know prospective board members.

☐ Yes; I/we do know prospective board members. The description follows.

2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

☒ I / we do not know any such school employees.

☐ Yes; I/we do know such school employees. The description of the relationship follows.

3. Indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee, or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

☒ I / we do not know any such persons.

☐ Yes; I/we do know such persons. The description of the relationship and the nature of the business follows.

4. Indicate if you, your spouse, or other immediate family members have any ownership or financial interest in the charter school, including but not limited to the building and real property to be used in the operation of the charter school, or anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of your ownership or financial interest in the school and/or the business that is being or will be conducted.

☒ I / we do not expect to conduct any such business.

☐ Yes; I/we do such business. The precise nature of the ownership or financial interest in the school and/or the business that is being or will be conducted follows.



5. If the school intends to contract with a Charter Management Company, indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

☐ Not applicable because the school does not intend to contract with a charter management company.

☐ I / we do not know any such persons.

☒ Yes, I/we do know such persons. The description of the relationship follows.

Contingent on the approval of this charter application, I will be acquainted with Kelly Davenport, who will serve as the CEO of the Charter Management Company that would be created to contract with the new school.

6. If the school contracts with a Charter Management Company, please indicate whether you, your spouse, or other immediate family members have a direct or indirect ownership, employment, contractual, or management interest in the provider. For any interest indicated, provide a detailed description.

☐ Not applicable.

☒ I / we have no such interest.

☐ Yes, I/we have a direct or indirect ownership, employment, contractual or management interest in the provider. A detailed description follows.

7. If the school plans to contract with a Charter Management Company, indicate if you, your spouse, or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

☐ Not applicable.

☒ I / we or my family do not expect to conduct any such business.

☐ Yes. We or my family do expect to conduct such business. A description follows.

8. Indicate whether you, your spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school.

☒ Does not apply to me, my spouse, or family.

☐ Yes. I, my spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

9. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to exist, should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.

☒ None

☐ Yes. A description of the potential ethical or legal conflicts(s) of interest follows.

**Certification**

I, HAL REAL, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective Board Member for Freire Charter School is true and correct in every response.



Signature



Date

## 2.2 Charter School Board Member Information Form

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### Attachment 11

*14 Del. C. § 512 (1), (3), (6) and (9)*

#### **To be completed individually by each proposed charter school board member**

Serving on a public charter school board is a position of public trust and fiduciary responsibility. As a board member of a public school, you are responsible for ensuring the quality of the school program, competent stewardship of public funds, and the school's fulfillment of its public obligations and all terms of its charter.

As part of the application for a new charter school, the DDOE requests that each prospective board member respond individually to this questionnaire. Where narrative responses are required, brief responses are sufficient.

The purpose of this questionnaire is twofold.

- (1) To give application reviewers a clearer introduction to the Founding Group behind each school proposal in advance of the applicant interview, and to be better prepared for the interview/Initial Meeting.
- (2) To encourage board members to reflect individually as well as collectively on their common mission, purposes, and obligations at the earliest stage of school development.

**Background**

1. The name of the charter school on whose Board of Directors you intend to serve:

Freire Charter School (Wilmington)

2. Your full name:

Henry Smith III

Home address:

712 North Franklin Street  
Wilmington, DE 19805

Business name and address:

State of Delaware  
Department of Health and Social Services  
Office of the Cabinet Secretary  
1901 North DuPont Highway  
Main Administration Building  
New Castle, DE 19720

Telephone number:

302-255-9039

E-mail address:

henry.smith@state.de.us

3. Brief educational and employment history. (No narrative response is required if résumé and professional biography are attached.)

☒ Résumé and professional biography are attached.

4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation.

☒ Yes

☐ Does not apply to me.

5. Why do you wish to serve on the board of the proposed charter school?

I am familiar with the work of Paulo Freire, and I believe that his ideas are a sound basis for the philosophy of any educational institution. I am impressed with the work that Freire Charter School currently does at its existing campuses, and I am eager to help bring an educational model focused on Freire's ideals and the education of the whole child to Wilmington.

6. What is your understanding of the appropriate role of a public charter school board member?

The role of a public charter school board member, like the role of a member of the board of any other organization, is to maintain the organization in trust. Board members are stewards of a school's mission, values, direction, and goodwill in its community.

7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.

I currently serve as an adjunct faculty member for Springfield College's School of Human Services. The School of Human Services bases its educational philosophy around Paulo Freire's work, and serving as adjunct faculty there has allowed me to develop and maintain a strong connection to Freire's principles and methods. I also serve on the board of directors of the Peter Spencer Family Life Foundation, a non-profit organization which operates several programs in Wilmington. One of these is Freedom School, which is an intensive literacy-focused program for Wilmington students established by the Children's Defense Fund.

8. Describe the specific knowledge and experience that you would bring to the board.

As mentioned above, I maintain a strong connection to and understanding of the philosophy and methods of Paulo Freire, which will aid me in supporting the school's mission and direction. I spent the first 18 years of my professional career in higher education, and have taught at many colleges and universities including Union College, Cheyney University, the University of Delaware, and Stockton State University. In the context of Freire Charter School's emphasis on college preparation, my extensive experience in the world of higher education allows me an in-depth understanding of what students must achieve in order to be ready for college. I have worked in the Delaware state government for the last 25 years, previously as the Secretary of the Delaware Children's Department, and now as the Deputy Secretary of the Department of Health and Human Services. This experience has brought me a wide-ranging and in-depth understanding of Delaware's state government, and the ways in which it interacts with children, families, communities and their various needs.

9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application.

☒ Yes

☐ No

**Note: I have submitted my receipt from submitting fingerprints for a background check, and a copy of my request for a check of the Child Abuse Registry. I will forward all results to the Charter Schools Office as soon as they become available.**

**School Mission and Program****1. What is your understanding of the school's mission and guiding beliefs?**

Freire Charter School's mission is to develop in young people a grasp of, and appreciation for, the life of the mind. Students will learn to discover and develop their own interests and strengths, and to apply the fruits of their intellectual development to the world around them. The school's guiding beliefs are based on the work of Paulo Freire, and center around envisioning each student as a whole and valuable person, who must be an active participant in the development of his or her own mind.

**2. What is your understanding of the school's proposed educational program?**

Paulo Freire believed that all human beings are naturally endowed with knowledge, and that the role of those of us who are called to work as educators is to facilitate students' participation in an active and mutual learning process, not to pour knowledge into students' heads. Freire Charter School's educational program is based around the firm belief that when students are provided with a safe, challenging, and mutually respectful environment in which to pursue their own intellectual development, they are capable of incredible academic and personal achievement.

**3. What do you believe to be the characteristics of a successful school?**

A successful school is one where students are interested in coming to school, and excited about the time that they spend there. At a successful school, faculty are knowledgeable and caring facilitators who are invested in each individual student's development of their full potential. Ultimately, the identifying characteristic of a successful school is that it produces results-- that is, that it successfully prepares its students to go on to further learning.

**4. How will you know that the school is succeeding (or not) in its mission?**

Since the school will be located in the state of Delaware, reports will be routinely published on how young people are faring within the school, city, and state. The school's success may also be indicated by the extent to which individuals and organizations are prepared to provide financial support to the school. And, again, the ultimate measure of the school's success will be the number of its students who graduate prepared for the next step of their education.

**Governance**

1. Describe the role that the board will play in the school's operation.

The board of directors will be responsible for establishing a long-term vision for the school's direction, and developing the policies that will guide the school in that direction. The board will also be involved in the selection of teachers and administrators for the school.

2. Provide a forecast of where you see the school after its first year of operation and then again in four years.

At the end of Freire Charter School's first year of operation in Wilmington, the school will reflect and evaluate whether it has met its targets for the number of students enrolled, whether it has located and employed the types of individuals it wants to serve as its administration and faculty, and that the school is recognized by appropriate individuals as having effective academic programs. After four years, I hope that Freire Charter School will be emerging as one of Delaware's best academic institutions.

3. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

In order to ensure the new school's success, the board of directors will need to effectively maintain the school's financial stability, and to serve as an effective team of advocates and "friend-raisers" for the school in their various communities. The board will also need to work closely with others who are responsible for education in Delaware, including the state Department of Education, to ensure the school's success.

4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

At the very beginning of its life, before Freire Charter School opens its doors in Wilmington, the board of directors will establish firm and clear protocols outlining the standards of behavior expected from board members. If any member of the board were to violate these protocols, they would be removed from the board immediately.

### 2.3 Charter Board Member Disclosures Form

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

☒ I / we do not know prospective board members.

☐ Yes; I/we do know prospective board members. The description follows.

2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

☒ I / we do not know any such school employees.

☐ Yes; I/we do know such school employees. The description of the relationship follows.

3. Indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee, or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

☒ I / we do not know any such persons.

☐ Yes; I/we do know such persons. The description of the relationship and the nature of the business follows.

4. Indicate if you, your spouse, or other immediate family members have any ownership or financial interest in the charter school, including but not limited to the building and real property to be used in the operation of the charter school, or anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of your ownership or financial interest in the school and/or the business that is being or will be conducted.

☒ I / we do not expect to conduct any such business.

☐ Yes; I/we do such business. The precise nature of the ownership or financial interest in the school and/or the business that is being or will be conducted follows.



5. If the school intends to contract with a Charter Management Company, indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

☐ Not applicable because the school does not intend to contract with a charter management company.

☐ I / we do not know any such persons.

☒ Yes, I/we do know such persons. The description of the relationship follows.

If Freire Charter School's charter application is accepted and a school is opened in Wilmington, the head of that school's Charter Management Organization will be Kelly Davenport. I became acquainted with Kelly earlier this year, when Freire Charter School was initially looking into the possibility of opening a school in Delaware. I have been in contact with Kelly since then only in the context of the development of this school.

6. If the school contracts with a Charter Management Company, please indicate whether you, your spouse, or other immediate family members have a direct or indirect ownership, employment, contractual, or management interest in the provider. For any interest indicated, provide a detailed description.

☐ Not applicable.

☒ I / we have no such interest.

☐ Yes, I/we have a direct or indirect ownership, employment, contractual or management interest in the provider. A detailed description follows.

7. If the school plans to contract with a Charter Management Company, indicate if you, your spouse, or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

☐ Not applicable.

☒ I / we or my family do not expect to conduct any such business.

☐ Yes. We or my family do expect to conduct such business. A description follows.

8. Indicate whether you, your spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school.

☒ Does not apply to me, my spouse, or family.

☐ Yes. I, my spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

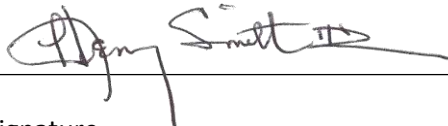
9. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to exist, should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.

☒ None

☐ Yes. A description of the potential ethical or legal conflicts(s) of interest follows.

### Certification

I, Henry Smith III, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective Board Member for Freire Charter School is true and correct in every response.



Signature

12/17/2013

Date

## 2.2 Charter School Board Member Information Form

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### Attachment 11

*14 Del. C. § 512 (1), (3), (6) and (9)*

#### **To be completed individually by each proposed charter school board member**

Serving on a public charter school board is a position of public trust and fiduciary responsibility. As a board member of a public school, you are responsible for ensuring the quality of the school program, competent stewardship of public funds, and the school's fulfillment of its public obligations and all terms of its charter.

As part of the application for a new charter school, the DDOE requests that each prospective board member respond individually to this questionnaire. Where narrative responses are required, brief responses are sufficient.

The purpose of this questionnaire is twofold.

- (1) To give application reviewers a clearer introduction to the Founding Group behind each school proposal in advance of the applicant interview, and to be better prepared for the interview/Initial Meeting.
- (2) To encourage board members to reflect individually as well as collectively on their common mission, purposes, and obligations at the earliest stage of school development.

**Background**

1. The name of the charter school on whose Board of Directors you intend to serve:

Freire Charter School (Wilmington)

2. Your full name:

Felicia Kaye Wenell

Home address:

1423 North Clayton St  
Wilmington, DE 19806

Business name and address:

Stanton Middle School  
1800 Limestone Rd  
Wilmington, DE 19804

Telephone number:

712-887-0133

E-mail address:

felicia.wenell@gmail.com

3. Brief educational and employment history. (No narrative response is required if résumé and professional biography are attached.)

☒ Résumé and professional biography are attached.

4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation.

☒ Yes

☐ Does not apply to me.

5. Why do you wish to serve on the board of the proposed charter school?

I currently teach in a Wilmington public school, and I want to see and be a part of a successful, rigorous high school in this area. I want the students I teach to have the opportunity to attend a school that offers them more challenge and opportunity than any of their current options. I see my membership on the Board of Directors for Freire Charter High School in Wilmington as a chance to contribute to the success of this kind of school.

6. What is your understanding of the appropriate role of a public charter school board member?

I believe that the role of members of a public charter school's board is to advise school leadership and assist in brainstorming the best course of action for major decisions. Board members will also oversee the school's activities, and help the school hold itself accountable to the highest standards throughout its opening and operation.

7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.

I have experience with non-profit organizational planning and advising in a board capacity, having served on the board of Twin Lakes Christian Center's youth camp for the last four years. As a board member, I have an advisory role, and am also involved in the organization's budgeting and vision planning processes.

8. Describe the specific knowledge and experience that you would bring to the board.

As a current schoolteacher in Wilmington, I teach the population of students that Freire Charter High School will serve. I bring to Freire Charter School's board an awareness of the unique challenges and concerns that Wilmington students face. I also already work closely with Delaware's curriculums, academic standards, and standardized testing systems.

9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application.

☒ Yes

☐ No

**Please Note: I am submitting verification of my request for a state and federal background check, and a copy of my request for a Child Abuse Registry clearance. I will submit the results of these checks to the Charter Schools Office as soon as I receive them.**

**School Mission and Program****1. What is your understanding of the school's mission and guiding beliefs?**

Freire Charter School's central mission is to provide a rigorous, college-preparatory high school program to its students, in a comfortable and strictly non-violent school setting. By creating an educational environment in which students feel safe, Freire Charter School will give students the freedom to develop themselves as individuals and pursue their own academic goals.

**2. What is your understanding of the school's proposed educational program?**

Freire Charter School will offer a rigorous educational program that holds its students to high standards of achievement, and ultimately prepares them to succeed in college.

**3. What do you believe to be the characteristics of a successful school?**

A successful school will possess strong leadership, backed by collaborative teams of teachers, staff, and administrators, all of whom focus on providing their students with a rigorous curriculum and investing in their students as individuals.

**4. How will you know that the school is succeeding (or not) in its mission?**

The school's success will manifest through proficient or exceptional standardized test scores, as well as more subjective measures of student and staff perceptions of the school's environment. Students' and teachers' opinions of the school climate and their own levels of comfort will serve as indicators of the school's level of success in establishing a safe and academically rigorous educational culture.

**Governance**

1. Describe the role that the board will play in the school's operation.

Freire Charter High School's board will have an advisory role, overseeing the school's operations and contributing to major decision-making processes. The founding board will assist in planning and opening the school, and then with the oversight of budget and curriculum choices, among other major decisions as needed.

2. Provide a forecast of where you see the school after its first year of operation and then again in four years.

After its first year, I anticipate that Freire Charter School's leadership will enter a period of deep reflection and planning for the future. During this period, school leaders will carefully examine data from the school's first year of operation; engage in conversation with students, parents, and teachers about what did and did not go well and what adjustments could be made; and finally, plan and execute any adjustments that will bring the school closer to achieving its central mission.

After four years, I expect that the school will have developed a solid base of educators who are committed to the school and enjoy the working environment there. I anticipate that Freire Charter High School students will be producing proficient or above proficient test scores, and that consistent growth and improvement will be visible in the school's performance.

3. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

In order to ensure Freire Charter School's success, the school's board will need to establish timelines and expectations for the school's growth, and undertake regular evaluations of the school's progress towards those goals. This will involve checking in frequently with parents, students, teachers, staff, and administrators, and holding the school accountable to its timelines and goals, while also reevaluating those timelines frequently and allowing some flexibility when it is prudent.

4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

In this situation, I would first bring my concerns to other members of the school's board, in order to make sure that I have all of the relevant information. I would engage the board in a group conversation to address the issue, and to decide what action is in the best interests of the school to move forward.

## 2.3 Charter Board Member Disclosures Form

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

☒ I / we do not know prospective board members.

☐ Yes; I/we do know prospective board members. The description follows.

2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

☒ I / we do not know any such school employees.

☐ Yes; I/we do know such school employees. The description of the relationship follows.

3. Indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee, or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

☒ I / we do not know any such persons.

☐ Yes; I/we do know such persons. The description of the relationship and the nature of the business follows.

4. Indicate if you, your spouse, or other immediate family members have any ownership or financial interest in the charter school, including but not limited to the building and real property to be used in the operation of the charter school, or anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of your ownership or financial interest in the school and/or the business that is being or will be conducted.

☒ I / we do not expect to conduct any such business.

☐ Yes; I/we do such business. The precise nature of the ownership or financial interest in the school and/or the business that is being or will be conducted follows.

5. If the school intends to contract with a Charter Management Company, indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

☐ Not applicable because the school does not intend to contract with a charter management company.



☐ I / we do not know any such persons.

☒ Yes, I/we do know such persons. The description of the relationship follows.

If Freire's application for a charter in Delaware is approved, the Charter Management Company that will be created to contract with the school will be headed by Kelly Davenport, who I first met early this fall and have worked with only in the context of founding Freire Wilmington.

6. If the school contracts with a Charter Management Company, please indicate whether you, your spouse, or other immediate family members have a direct or indirect ownership, employment, contractual, or management interest in the provider. For any interest indicated, provide a detailed description.

☐ Not applicable.

☒ I / we have no such interest.

☐ Yes, I/we have a direct or indirect ownership, employment, contractual or management interest in the provider. A detailed description follows.

7. If the school plans to contract with a Charter Management Company, indicate if you, your spouse, or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

☐ Not applicable.

☒ I / we or my family do not expect to conduct any such business.

☐ Yes. We or my family do expect to conduct such business. A description follows.

8. Indicate whether you, your spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school.

☒ Does not apply to me, my spouse, or family.

☐ Yes. I, my spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

9. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to exist, should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.

☒ None

☐ Yes. A description of the potential ethical or legal conflicts(s) of interest follows.

#### Certification

I, Felicia Wenell, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective Board Member for Freire Charter School is true and correct in every response.

Felicia Wenell

Signature

12/18/13

Date

**2.2 Charter School Board Member Information Form**

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**Attachment 11**

*14 Del. C. § 512 (1), (3), (6) and (9)*

**To be completed individually by each proposed charter school board member**

Serving on a public charter school board is a position of public trust and fiduciary responsibility. As a board member of a public school, you are responsible for ensuring the quality of the school program, competent stewardship of public funds, and the school's fulfillment of its public obligations and all terms of its charter.

As part of the application for a new charter school, the DDOE requests that each prospective board member respond individually to this questionnaire. Where narrative responses are required, brief responses are sufficient.

The purpose of this questionnaire is twofold.

- (1) To give application reviewers a clearer introduction to the Founding Group behind each school proposal in advance of the applicant interview, and to be better prepared for the interview/Initial Meeting.
- (2) To encourage board members to reflect individually as well as collectively on their common mission, purposes, and obligations at the earliest stage of school development.

**Background**

1. The name of the charter school on whose Board of Directors you intend to serve:

Freire Charter School (Wilmington)

2. Your full name:

Rachel M. Wiggans

Home address:

49 Cove Road  
Moorestown NJ 08057

Business name and address:

Freire Charter School  
2027 Chestnut Street  
Philadelphia PA 19103

Telephone number:

215 592 4200, ext 1360

E-mail address:

[rachelw@freirecharterschool.org](mailto:rachelw@freirecharterschool.org)

3. Brief educational and employment history. (No narrative response is required if résumé and professional biography are attached.)

☒ Résumé and professional biography are attached.

4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation.

☐ Yes

☒ Does not apply to me.

5. Why do you wish to serve on the board of the proposed charter school?

I will not be serving on the Board of the proposed school. Rather, I am a member of the proposed school's Founding Group. If and when the charter application is approved, I will transition to work for the proposed Charter Management Organization.

6. What is your understanding of the appropriate role of a public charter school board member?

A public charter school board member should have an interest in creating high-quality educational opportunities for public school students. Members should have the ability to serve the school with relevant time, talents, or resources. They should take their responsibility as stewards of public funds seriously, making financial and governance decisions in the best interest of the students at their school.

7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.

Not applicable. I will not be serving on the Board of the proposed school. Rather, I am a member of the proposed school's Founding Group. If and when the charter application is approved, I will transition to work for the proposed Charter Management Organization.

8. Describe the specific knowledge and experience that you would bring to the board.

Not applicable. I will not be serving on the Board of the proposed school. Rather, I am a member of the proposed school's Founding Group. If and when the charter application is approved, I will transition to work for the proposed Charter Management Organization.

9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application.

☒ Yes

☐ No

Note: I am submitting the results of a criminal background check, and proof of my request for a check of the Child Abuse Registry. I will forward the results of my check of the Child Abuse Registry as soon as they are available.

**School Mission and Program****1. What is your understanding of the school's mission and guiding beliefs?**

The mission of Freire Charter School – Wilmington will be to provide a college-preparatory learning experience with a focus on individual freedom, critical thinking, and problem solving in an environment that emphasizes the values of community, teamwork, and nonviolence.

**2. What is your understanding of the school's proposed educational program?**

The school's proposed educational program will be aligned closely to the school's mission. The curriculum will be rigorous and will prepare students for college. Students will learn to engage with their peers and their teachers, becoming critical thinkers and problem solvers in their communities.

**3. What do you believe to be the characteristics of a successful school?**

A successful school must provide an environment of safety that encourages students to take emotional and academic risks in order to learn. Teachers should be given autonomy and creativity to engage with their students. All members of the community should be constantly learning and growing in response to feedback, seeking additional support as needed. Students are held accountable for their own learning, and adults in the building are held accountable for adapting the educational program to best suit the needs of students. Parents should be involved and connection to the community is an integral part of the school's ultimate success.

**4. How will you know that the school is succeeding (or not) in its mission?**

We will know whether the school is succeeding in its mission based upon how the school performs against the goals set forth in the charter application. These goals will set the course for what we measure and how we will assess the school's progress in fulfilling its mission.

## Governance

1. Describe the role that the board will play in the school's operation.

The Board of Directors will take counsel and guidance from the school's Leadership Team, parents, students, and community members in order to make governance, financial, and management decisions aligned to students' best interests.

2. Provide a forecast of where you see the school after its first year of operation and then again in four years.

Any school in its first year of operation experiences growing pains, and this will likely be the case for Freire Charter School – Wilmington, as well. The school will have the benefit of a full year of planning prior to opening, which will be crucial. The first year will provide many valuable lessons and by the end of the first year I am sure the Leadership Team and Board of Directors will be seeking solutions and ways to adapt the educational program in order to best meet students' needs.

Four years after opening, the school will be at full-scale with a total of 560 students in grades 8-12. Our first group of seniors will have gone away to college, and the Leadership Team and Board of Directors will continue to modify the school's educational program as needed in accordance to state regulations and the best interests of students.

3. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

The charter school board will need to be sure that it stays true to the mission of the school.

Furthermore, the board should ensure that the school's financial and governance structures are secure and that the Leadership Team is qualified and receives the necessary training and support. Lastly, the school's governing board must monitor and assess the school's performance towards academic goals in order to evaluate its success and where the school needs additional support. The governing board should also support the school by donating time, talent, and/or financial resources to the school.

4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Unethical behavior at any level of Freire Charter School is unacceptable. While I will not be a member of the school's Board of Directors (see above), if I believed anyone at any level of the organization was acting unethically, I would approach him/her about the issue, and his/her supervisor if necessary.

## 2.3 Charter Board Member Disclosures Form

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

☐ I / we do not know prospective board members.

☒ Yes; I/we do know prospective board members. The description follows.

I will not serve on the Board of Directors of the proposed school (see above). That said, I do know the following prospective board members:

- Gerald Escovitz: Dr. Escovitz has served on the Board of Directors at Freire Charter School – Philadelphia for several years, where I have been on staff since 2009.
- Felicia Wenell: I met Felicia in the fall of 2013 when she first visited Freire Charter School – Philadelphia, where I am on staff.

2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

☐ I / we do not know any such school employees.

☒ Yes; I/we do know such school employees. The description of the relationship follows.

I will not serve on the Board of Directors of the proposed school (see above). That said, I do know the following prospective staff members:

- William Porter: Mr. William Porter is the proposed Head of School for the new school. He is currently on staff at Freire Charter School – Philadelphia, and so am I.
- Felicia Wannell: I met Felicia in the fall of 2013 when she first visited Freire Charter School – Philadelphia, where I am on staff. Felicia is a proposed school staff member at the new school.
- Paul Ramirez: I met Paul in the fall of 2013 when he first visited Freire Charter School – Philadelphia, where I am on staff. Paul is a proposed school staff member at the new school.

3. Indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee, or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

☐ I / we do not know any such persons.

☒ Yes; I/we do know such persons. The description of the relationship and the nature of the business follows.

I will not serve on the Board of Directors of the proposed school (see above). That said, I do know the following people who would be doing business with the school as members of the proposed charter management organization:

- Kelly Davenport: Kelly will be the CEO of the proposed Charter Management Organization, and she has been my direct supervisor at Freire Charter School – Philadelphia since 2009.
- Tammy Khieu: Tammy will be the Head of Administration of the proposed Charter Management



Organization. She is currently on staff at Freire Charter School – Philadelphia, where I have been on staff since 2009.

- Ann Pagano: Ann will be the Director of Development of the proposed Charter Management Organization. She is currently on staff at Freire Charter School – Philadelphia, where I have been on staff since 2009.
- Deborah Stern: Deborah will be on staff of the proposed Charter Management Organization. She is currently on staff at Freire Charter School – Philadelphia, where I have been on staff since 2009.

4. Indicate if you, your spouse, or other immediate family members have any ownership or financial interest in the charter school, including but not limited to the building and real property to be used in the operation of the charter school, or anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of your ownership or financial interest in the school and/or the business that is being or will be conducted.

☐ I / we do not expect to conduct any such business.

☒ Yes; I/we do such business. The precise nature of the ownership or financial interest in the school and/or the business that is being or will be conducted follows.

I will not serve on the Board of Directors of the proposed school (see above). Rather, I am a member of the proposed school's Founding Group. If and when the charter application is approved, I will transition to work for the proposed Charter Management Organization, which will do business with the proposed school.

5. If the school intends to contract with a Charter Management Company, indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

☐ Not applicable because the school does not intend to contract with a charter management company.

☐ I / we do not know any such persons.

☒ Yes, I/we do know such persons. The description of the relationship follows.

I will not serve on the Board of Directors of the proposed school (see above). Rather, I am a member of the proposed school's Founding Group. If and when the charter application is approved, I will transition to work for the proposed Charter Management Organization, which will do business with the proposed school. As such, I know the following individuals who will also transition to working for the proposed Charter Management Organization:

- Kelly Davenport: Kelly will be the CEO of the proposed Charter Management Organization, and she has been my direct supervisor at Freire Charter School – Philadelphia since 2009.
- Tammy Khieu: Tammy will be the Head of Administration of the proposed Charter Management Organization. She is currently on staff at Freire Charter School – Philadelphia, where I have been on staff since 2009.
- Ann Pagano: Ann will be the Director of Development of the proposed Charter Management Organization. She is currently on staff at Freire Charter School – Philadelphia, where I have been on staff since 2009.
- Deborah Stern: Deborah will be on staff of the proposed Charter Management Organization. She is

currently on staff at Freire Charter School – Philadelphia, where I have been on staff since 2009.

6. If the school contracts with a Charter Management Company, please indicate whether you, your spouse, or other immediate family members have a direct or indirect ownership, employment, contractual, or management interest in the provider. For any interest indicated, provide a detailed description.

☐ Not applicable.

☐ I / we have no such interest.

☒ Yes, I/we have a direct or indirect ownership, employment, contractual or management interest in the provider. A detailed description follows.

I will not serve on the Board of Directors of the proposed school (see above). Rather, I am a member of the proposed school's Founding Group. If and when the charter application is approved, I will transition to work for the proposed Charter Management Organization, which will do business with the proposed school.

7. If the school plans to contract with a Charter Management Company, indicate if you, your spouse, or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

☐ Not applicable.

☒ I / we or my family do not expect to conduct any such business.

☐ Yes. We or my family do expect to conduct such business. A description follows.

8. Indicate whether you, your spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school.

☐ Does not apply to me, my spouse, or family.

☒ Yes. I, my spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

Please see responses in this section to question 6.

9. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to exist, should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.

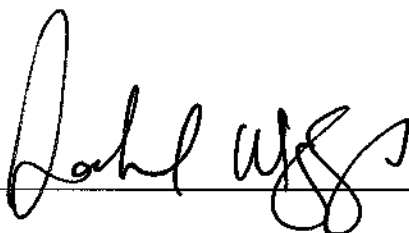
☐ None

☐ Yes. A description of the potential ethical or legal conflicts(s) of interest follows.

This question is not applicable to me, since I will not serve on the Board of Directors of this school. Rather, I am a member of the proposed school's Founding Group.

### Certification

I, Rachel Wiggans, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective Board Member for Freire Charter School is true and correct in every response.



Signature

12/17/2013

Date