

Introduction

The Steering Committee of American Preparatory Academy is pleased to submit this Charter School Application to the Jordan School District. The purpose of Charter Schools according to the Utah State Code is many-fold. Our charter school aims to meet several of these objectives, including:

- To continue to improve student learning
- To encourage the use of different and innovative teaching methods
- To increase choice of learning opportunities for students
- To establish new models of public schools and a new form of accountability for schools that emphasizes the measurement of learning outcomes and the creation of innovative measurement tools

The establishment of American Preparatory Academy is being proposed to meet these objectives for the sole purpose of being able to serve, with confidence, our community of children.

We seek a charter that will allow us to begin operation in the fall of 2003. We anticipate a school which will be attended by up to 400 K-8 students. We anticipate that we will enroll between 225 and 400 students our first year. We aim to provide classrooms of 25 students each, grades K-8, with 2 sections of each grade level if we have sufficient enrollment . (These numbers represent an average class size).

This application has been prepared in compliance with the Utah State Code Section 53A-1a-508. We have submitted all the information required by the Act and we believe the application is complete and correct. Should you require additional information or clarification, please contact the spokesperson for the steering committee as listed below:

Cherry Morgan, Spokesperson
801-523-2336

Laura Campbell, Chairman
801-572-7654

Howard Headlee, Vice-Chairman
801-576-9496

School Governance

Governance & Administration

American Preparatory Academy (APA) will be operated jointly by The APA Governing Board and the (APA) Administration, with final accountability resting with the APA Governing Board.

1. Administration

1. Principal
2. Assistant Principal/Business Manager
3. Curriculum Implementation Specialist – CIS-
4. School Secretary

General duties are as follows:

1. Principal:
Implementation of educational program
Staff selection, training, evaluation
Curriculum development
Student programs
School culture
Financial management including budget oversight
Community Relations
2. Assistant Principal/ Business Manager
Human Resource Management – benefits, contracts
Bookkeeping, Purchasing, Accounts payable
Facility management
Communication, newsletters
Assessments and Reports
Student Academic Records
3. CIS:
Implementation of Academic Program, under the direction of the Principal
4. School secretary:
Enrollment
Attendance
Telephones
Student Records
Health care

2. Governing Board

In order to ensure that the original mission and vision of APA is fulfilled completely and with integrity, the original Governing Board will consist of three members who will all be founding members of the steering committee. Upon approval of the charter application, the Steering Committee will become the Governing Board. The Governing Board may appoint 2 members at their discretion, bringing the maximum number of members to 5. The Governing Board is not compelled to appoint additional members; they may remain at 3. Board members *will* have no terms or term limits. They will serve until they resign or are removed by a majority vote of the Board.

Upon the granting of the charter, an initiating committee will be formed, consisting of interested parents and community members who attend organizational meetings and assist in the start-up of APA. This committee will be dissolved upon formation of a *Parent Teacher Organization*.

The **Governing Board** will elect its own President, Vice-President and Secretary. These positions will be maintained throughout the Board member's term. In the event a Board position becomes available, the Governing Board will publish this information to the parent body and community. Any individual interested in filling the Board position will be invited to apply for consideration. Candidates for Board membership may be nominated by themselves or others. Candidates will be interviewed by the Board, and upon mutual agreement of the candidate and the Board, their name will be placed for consideration. The Governing Board will appoint new board members. There will be no terms or limits on time served, and past board members may nominate themselves for re-appointment to the board.

The **charge of the Governing Board** members is to ensure the mission of the school is fully realized and the education programs implemented. Other duties will include:

- Personnel:
 - Approval of staff contracts
 - Evaluation of *Principle*, renewal of contract
 - Oversight of personnel practices
- Academic Oversight:
 - Accountability Committee
 - Assessment Liaison to Administration
 - Reporting to District/State
 - Curriculum Development
- Fiscal Accountability:
 - Approval of Operating and all other Budgets
 - Reporting to District/State
 - Grants/Fundraising

Committees of the Governing Board may also be formed, consisting of a Governing Board member as chair, and volunteers who are appointed by the board, to assist the board in carrying out its work.

An official meeting of the APA Governing Board cannot take place unless a quorum is in attendance.

3. Chief Administrative Officer

The Chief Administrative Officer is the Principal, whose duties are listed above.

Qualifications *may* include:

- Management experience, preferably in a K-8 setting
- Curriculum development
- Statistical analysis and assessment experience
- Staff development and training experience
- Classroom teaching experience
- Excellent interpersonal skills
- Rapport with children

4. Parental Involvement

Parents will be involved in many ways at American Preparatory Academy, *examples include:*

- Committees of the governing board will be comprised of parents who will influence the development of policy and provide ongoing policy review.
- Committees of the governing board comprised of parents will participate in an annual academic review, a process of analyzing our academic failures and successes and making recommendations for change to the curriculum and/or methodology of teaching.

5. Communication with Parents

American Preparatory Academy will publish a brochure for all interested parents outlining our program. A weekly newsletter *may* be published when school is in session informing parents about opportunities for involvement in the school. A grievance policy will be developed by the board and published to the staff and parents by the opening of school 2003.

6. Complaints

The parent grievance policy will include instructions for parents or staff who would like to voice a complaint to the administration or to the board. American Preparatory Academy will implement an “open-door” policy, so that our parents and staff know they can bring their complaints to the Principal at any time. If they are not satisfied with the outcome, they may request a meeting with the Principal and the Governing Board where their complaint will be heard. A plan of action will be developed and carried out by the appropriate parties, with a written follow-up to all persons involved.

Students

1. Notification

Potential students and their families will be notified of the opportunity to attend APA in newspaper advertisements, flyers at strategic locations within the community, and by district personnel responding to parental inquiries of choice within the district.

Informational meetings will be *held and open to the public*, to instruct parents on the procedure for enrolling their child at APA.

2. Selection

Initial enrollment of students at American Preparatory Academy will be made on a first-come, first-served basis. A "Letter of Intent" to enroll the student(s) must be signed by a parent or guardian and submitted for student(s) in each family. Letter of Intent forms may be obtained from American Preparatory Academy after its date of opening, and before that date, from Initiating Committee members or Governing Board members. Letters received will be marked with the date and time of day received.

When classes are full, Letters of Intent will continue to be received, and any openings will be filled by random drawing.

Students, once enrolled in American Preparatory Academy, will be given the opportunity to re-enroll for the following school year before new students are considered. After current students have been offered enrollment, priority will be given to siblings of students and children of staff members. All other enrollees will be selected by random drawing.

Parents may mail or hand deliver their Letter of Intent to any Steering Committee member, or to the school office.

Students will be admitted on a first-come, first-served basis, with a few priority exceptions:

- Students of founders and initiating committee members
- Students of teachers or staff members
- Siblings of enrolled students

The previous three categories of students will receive priority enrollment.

APA does not discriminate in its enrollment policy. We are not seeking a special population for our school.

3. Standards

Conduct standards will be developed which will meet or exceed those of the school district wherein we reside. These standards will be communicated to our students and parents in the Student/Parent Handbook, which will be distributed each year to each student.

Dress standards will include a dress code. This code will be established before enrollment begins, and distributed to all parents who apply for admission for their child.

Performance standards will be established in the form of academic goals, and will be communicated to our parents in the Student/Parent Handbook.

4. Dismissal (*suspension and expulsion*)

Dismissal procedures and processes will be in accordance with those published by the school district wherein we reside. All applicable statutes regarding due process will be upheld in our practices regarding dismissal.

Staff

1. Screening and Selection

American Preparatory Academy will adopt employment policies that will enable us to attract and maintain a high-quality, professional instructional and support staff.

All compensated employees of American Preparatory Academy shall be considered "at-will" employees, subject to all applicable waivers. American Preparatory Academy will select its personnel directly, and in compliance with all federal and state rules and regulations.

The Governing Board of American Preparatory Academy shall have responsibility for the employment, supervision and evaluation of all employees, but may delegate, at its discretion, such responsibility to the Principal. The Governing Board shall have the responsibility for the supervision and evaluation of the Principal.

The APA governing board will establish compensation and benefits for all employees.

The Governing Board will hire the Principal utilizing a process of notification to qualified individuals. Candidates will submit resumes, and those that have the desired qualifications will be interviewed. The board will determine the best candidate and the Principal will be hired.

The Principal will conduct a search for an Assistant Principal and Curriculum Implementation Specialist. The Board and the Principal will conduct an analysis of submitted resumes and will invite candidates to be interviewed. The Board and the Principal will together make the determination of the best candidate for each position and the positions will be filled.

The Principal, Assistant Principal, CIS and 2 board members will then make up the Human Resource Committee. A search for qualified teachers and instructors will be made, and the committee will interview each candidate. Hiring decisions will be made by the HR Committee.

American Preparatory Academy affirms that it shall not discriminate against any employee on the basis of race, creed, color, gender, national origin, religion, ancestry, age or disability in its recruitment, selection, training, utilization, termination or other employment-related activities.

A background and security check on all applicants will be made in accordance with the policies of the district wherein APA resides and the laws of the state in which we operate.

2. Qualifications

American Preparatory Academy will hire teachers according to Utah State Statute requirements for public school teachers. All teachers hired by American Preparatory Academy will have sufficient breadth of knowledge of subject area, training in teaching or related areas, experience in instruction, or demonstrated ability as the Principal and Governing Board deem necessary for him or her to effectively perform the duties of a teacher, and promote the mission of the school. Aligned educational philosophy and enthusiasm for teaching will be important qualities American Preparatory Academy will be seeking in its teachers. Teachers will be encouraged to pursue education that will enable them to more effectively fulfill their duties, including certification and alternative certification programs as *required by law*.

Desired Qualifications of Teachers: Certification in one of the United States, or demonstrated proficiency in teaching APA curriculum, as well as the ability to complete certification requirements in the state of Utah in the time period prescribed by law.

Instructors and Specialists: Completion of Direct Instruction training course and/or experience in teaching Direct Instruction curriculum where applicable. *Bachelors Degrees for all positions at APA are preferred.* Specialists must provide evidence of competency in their area of expertise and complete staff training and inservices.

3. Staffing Patterns

American Preparatory Academy has a target class size of 25 students. Each class will have 1 teacher and *may have* 1 instructor in grades K-6. Classes will be self-contained, except that students will be grouped according to achievement for the instruction of math, reading and spelling in grades K-5. These subjects will be taught at the same time to all students to allow students to move across grade levels if necessary to receive instruction at their appropriate level in these subject areas. Groups will be targeted at 8-12 students. Groups will be taught by teachers and assisted by instructors. Groups will be “fluid”, meaning they will change as student achievement dictates. Instructors will act as assistants to the teachers in the classroom as well as other specific duties.

Grades 7 and 8 will be staffed according to need , insuring all state instructional standards are met..

4. Teaching Schedule

All staff members will attend pre-service in August.

Students will be dismissed at 1:45 p.m. one day a week to allow teachers to conduct team meetings, attend in-service and staff meetings, and conference with parents. Formal parent teacher conference will be held at least twice a year.

Students will attend school 180 days and receive 990 hours of instruction as required by state law.

Curriculum and Instruction

1. Purpose

Mission Statement

To provide an orderly, safe and nurturing learning environment wherein content-rich, efficient curriculum and research-based instructional methodologies are utilized to ensure that every student achieves academic success and develops good character based on concrete measurements.

Philosophy Statement

Student academic achievement is the primary goal of American Preparatory Academy. We believe that only when students master fundamentals, and are fluent in the basic foundational knowledge of the major disciplines can they move on to effectively express their knowledge and master higher-level skills.

Therefore, the foundation of our instruction will focus on mastery of fundamentals. We define mastery as the ability to demonstrate knowledge and skills repeatedly and accurately. This requires repeated instruction in the subject matter, increasing degree of challenge and considerable practice. As our students master the fundamentals, our instruction will focus on sequential building of conceptual knowledge and promoting independent expression of knowledge. Finally, our instruction will focus on individual internalization of conceptual knowledge, expressed in extensive written work and verbal presentation, preparing our students for advanced study at the high school level.

These levels of instruction and knowledge attainment follow the classical education model of the Trivium – grammar, logic and rhetoric. American Preparatory Academy respects this well-founded, proven educational model and uses it in selecting and implementing the school's curriculum.

School Vision

To provide a safe, fun, nurturing learning environment that utilizes research-based, efficient curriculum and proven instructional methodologies to ensure that EVERY CHILD achieves academic success and develops good character based on concrete measurements.

I. Safe: (for students and families)

a. Physically – American Preparatory Academy will provide a safe physical

environment in keeping with all applicable federal, state and local health and safety regulations.

b. Emotionally

- Positive communication will be used by all staff, at all times
- Positive communication will be taught in a concrete manner to students
- Positive communication will be modeled for families, and taught through regular, written communication and frequent informal gatherings and parent’s meetings.

II. Fun:

- Culture of inclusiveness, kindness, teamwork, and identity
- Weekly assemblies to regularly allow students opportunities to “show what they know!” and recognize outstanding efforts and behavior
- Extra-curricular activities will be an extension of our programs
 - music programs and talent showcases
 - plays
 - recitations
 - chess club (upper grades)
 - science club
 - service club

III. Nurturing:

- Each staff member will be hired only after answering a battery of questions that demonstrates his/her fundamental philosophy of “the worth of a child” as outlined by personnel policy
- Staff in-service on “the worth of each child” and positive discipline techniques will be held regularly both on a group basis and as individual needs dictate
- CHAMPS classroom management will be fully implemented

IV. Learning:

- Every aspect of the student’s experience from the moment they enter the school door will confirm to them that “this is a learning place!” This will include what

they see on the walls and the actions and words they hear from staff and other students.

- Asking of thoughtful questions will be encouraged and rewarded.
- Each child will internalize the concept “I am a great learner” as they become part of the school culture.
- Staff will demonstrate to all students that we are ALL learners, even the adults! Staff will model the learning process, confirming to students that learning never ends.

2. Curriculum

Research-based curriculum and methodologies:

- American Preparatory Academy will utilize Direct Instruction Reading Mastery, Connecting Math Concepts, and Spelling Mastery, and may utilize other Direct Instruction programs. Saxon Math and Open Court reading will be used in the upper grades. CHAMPS program will be used for classroom and school-wide behavior management. The Core Knowledge Curriculum will be implemented in the fullest possible manner as determined by the Principal and Governing Board. Precision Teaching techniques may be employed, as well as supplemental math programs as needed. The Shurley method of English will be taught in all grades. Monart drawing may be the art curriculum.
- A requirement of all curriculum is that it be research-based and field tested, or based on evidenced-based pedagogical theory. Mastery of delivery, then innovation, will be encouraged within the parameters of the chosen curricula and methodologies.
- American Preparatory Academy will utilize achievement grouping in the teaching of reading, spelling and math through grade 4. Some grade 5 students will also participate. These “fluid groups” will be composed of approximately 8-12 students, with ongoing assessment to ensure proper placement of each student.
- In a general sense, American Preparatory Academy will follow the classical education model of the Trivium – respecting the grammar, logic and rhetorical phases of learning and applying those principles in our classroom teaching to ensure our students are progressing through those stages appropriately.

American Preparatory Academy is different from other educational entities currently available in that it offers Direct Instruction and The Core Knowledge Series as its curriculum.

American Preparatory Academy has aligned its curriculum with Core Knowledge (see Section 2) to ensure the state core curriculum is covered in our instructional program. A detailed curriculum outline is attached in Section 2. In addition, *our goal is to continue* this alignment to include each specific curricular piece (the programs we use to teach the Core and state standards will each be placed on the alignment spreadsheet) *on an ongoing basis.*

A detailed curriculum outline is attached.

3. Calendar

American Preparatory Academy's Calendar plans to closely follow the General School Year Calendar of the Jordan School District.

School will begin each day at 8:15 a.m. and end at 3:15 p.m.,. There will be one short day during the week.

4. Extracurricular Activities

APA may offer extracurricular activities for our students. These activities will be determined by the interests of our students and their families. A school choir may be formed. Instrumental music may be offered as a before or after-school program. APA will work with local schools to develop a plan for our students to participate in extra-curricular activities not offered at our school.

Student Assessment

1. Instruments and Procedures

In addition to participating in the SAT 9 and CRT *testing according to the state schedule*, APA may conduct frequent assessments of our students. We will conduct pre-testing of all our students in our start-up year so that we may accurately assess progress at years' end. The particular instrument we will use has not been determined, but a national norm-referenced test will be utilized to achieve this purpose. In subsequent years, all new incoming students *may* be assessed by pre-test.

Direct Instruction has built-in assessments that allow us to accurately place our students in the appropriate instructional group. These assessments are frequent and thorough. Core Knowledge also has developed a series of criterion-referenced tests we may choose to administer depending on our budget in year one of operation.

2. Reporting and use

Parents will be informed in writing of all major assessment results (SAT 9, CRT). Copies of results will be given to parents, and conferences scheduled as needed to review those results. Each year, an academic review will be conducted by a committee of the governing board created for this purpose. The principal, assistant principal, CIS, governing board members and other committee members (parents and teachers) will conduct a thorough review of all assessment data, and will make recommendations to the governing board for changes in the instructional program based on those results.

Finances and Reporting

1. Start-Up Funds

State and federal funds will be sought from the USOE, and other funds from private sources. Expenditures that could be made from these funds are as follows:

- curriculum costs
- Facility build-out
- Facility furnishings – desks, equipment, computers

2. Revenues and Expenditures

See attached *estimates*

3. Accounting Policies and Procedures

The Principal is responsible for proper control and oversight of all expenditures. The *Principal and a designated governing board member will be joint signatories on the school bank account. An independent annual accounting audit will be conducted and results will be published to the local school district.*

APA budget and fiscal year will run concurrently from July 1st to June 30th. The governing board will review all revenue and expenditures on a monthly basis.

The Assistant Principal will be the school bookkeeper, and will be responsible for accounts receivable and accounts payable. He/she will submit monthly financial reports to the Principal and Governing Board, including an Income Statement, Balance Sheet and General Ledger. These documents will be available for review by the school district at any time.

4. Insurance

APA will maintain liability insurance as required by law or district policy and may contract through Utah State Risk Management.

5. Fees

APA intends to collect fees as does the school district wherein we are chartered. We may collect less fees, but will never collect more and will comply with state law and regulations governing school fees and fee waivers

APA will have a dress code that will require parents to purchase clothing that is within our policy. This information will be given to all parents who wish to enroll their children in our school at the time they place their child's name on our list. The purpose of our dress code is to minimize classroom distractions, and we will accomplish that goal at the least cost to our parents as possible. The type of uniform we are considering has been shown to actually save parents money as opposed to costing them more than they would spend on non-uniform school clothing.

6. Responsibility

The Assistant Principal will prepare monthly financial reports and submit them to the Principal. The Principal will present these to the governing board at least monthly. These reports will be made available to the school district for their review at any time.

A yearly independent audit will be conducted and results reported to the governing board, with review by the school district at their request.

CHARTER SCHOOL WORKSHEET

ESTIMATE ONLY - FY 2003-2004

School Name	American Preparatory Academy		
Estimated ADM (K)	50	Special Ed ADM (K)	2
Estimated ADM (1-8)	350	Special Ed ADM (1-12)	16
Estimated ADM (9-12)	0	Number of Teachers	17
Special Ed Pre-School	0	WPU Value	\$2,116

Program Name	Rate	WPU Generated	Amount Generated
WPU Programs			
Regular WPU	1.0000	377.5000	\$ 798,790
Class Size Reduction (K-8)	0.0922	34.8055	73,648
Local Program	0.0243	9.1733	19,411
Gifted and Talented	0.0016	0.6040	1,278
At Risk FT	0.0046	1.7365	3,674
Professional Staff	0.0870	32.8425	69,495
Special Ed	1.0633	18.1824	38,474
Self Contained	1.0000	17.1000	36,184
Special Ed Pre-School	1.2049	0.0000	-
Career Ladder	0.0510	19.2525	40,738
Applied Technology	Based on Programs		
YIC	Based on Programs		
Advanced Placement	Based on Tests Passed		
Concurrent Enrollment	Based on Credits Generated		
Total WPU Programs		511.1967	\$ 1,081,692
Non-WPU Programs			
SS & Retirement	\$ 377.25 per WPU		\$ 192,849
Exp/Dev	\$ 12.47 per student		4,707
ETI	\$ 18.85 per student		7,116
Total Non-WPU			\$ 204,672
One Time*			
Textbooks and Supplies	\$ 12.61 per student		\$ 4,760
Teacher Materials/Supplies**	Up to \$175 per teacher		2,975
Total One Time			\$ 7,735
Total All State Funding			\$ 1,294,100
Local Levy	\$288.39	Jordan District	\$ 115,356
State Match Local Levy	\$288.39		\$ 115,356
Total State and Local Funding			\$ 1,524,812

APA 2 Year Projected Budget	Units	Cost per Unit	Year One	One-Time Costs Year One	Year Two	One-Time Costs Year Two
Personnel						
Salaries						
Director			50,000		51,500	
Assistant Director			40,000		41,200	
Secretary			17,280		17,798	
CIS			35,000		36,050	
Custodian			17,280		17,798	
Teachers	17	\$27,000	459,000		472,770	
Instructors	12	\$10,080	120,960		124,589	
Art, Music, PE	3	\$27,000	81,000		83,430	
Payroll taxes	0.0765		56,573		58,270	
Health Insurance	37	\$3,500	129,500		129,500	
Retirement	0.034		27,898		28,735	
Worker's Comp	0.0044		3,610		3,719	
Total HR Cost			1,038,101		1,065,359	
Instructional Costs						
Curriculum				131,556	15,796	
Training			5,000	5,000	5,000	
Art Supplies			3,000		3,000	
PE Equipment			1,500		1,500	
Music Supplies			1,000		1,000	
Testing			3,800		3,800	
Total:			14,300		30,096	
Operating Expenses						
Rent (22,000 s.f. bldg)	22,000	\$12.00	264,000	100,000	264,000	200,000
Maint, Repairs. Insur.	22,000	\$0.95	20,900		20,900	
Utilities	22,000	\$1.50	33,000		33,000	
Telephone	12	150	1,800			
Printing			10,000		10,000	
Insurance			5,000		5,000	
Office Supplies			1,000		1,000	
Clinic			500		250	
Postage			750		800	
Janitorial Supplies			1,000		750	
Classroom Supplies	15	250	3,750		3,750	
Capital Purchases						
Office Furniture/Equip				15,000		
Classroom furniture				20,000		
Computers				20,000		10,000
Instructional Equipment				5,700		5,000
Contracted Services						
Payroll			2,000		2,000	
Accounting			500		500	
Legal			500		500	

Total Annual Expenses			1,411,401	297,256	1,468,002	215,000
Projected Revenues			1,524,812	300,000	1,570,556.36	250,000
Budget Over/Short			113,411	2,744	102,554	35,000
Cumulative Over/Short			113,411	116,155	218,709	253,709

Support Services

1. Transportation

APA will provide no transportation for students. Parents are responsible for transporting their students to and from school. The PTO may aid parents in finding appropriate carpool solutions.

2. Food Services

APA does not plan to provide food services on a daily basis. Students will bring their lunch to school each day.

3. Health and Safety

All health and safety laws and regulations will be met at APA. A custodian will *be hired or contracted* to ensure timely and professional maintenance of our facility. Appropriate safety inspections will be conducted before school begins, and all laws, code, and regulations will be met before students or staff are allowed in the facility. Sufficient funds will be set aside in our budget to allow for regular maintenance and repair of our facility.

American Preparatory Academy shall comply with all District policies and applicable federal and state laws concerning employee welfare, safety and health issues, including, without limitation, the requirements of federal law for a drug-free workplace.

4. Emergencies

Student Injury: All staff will be instructed as to the procedure for student injury, and “red cards” will be posted in classrooms *and public areas* outlining steps to take in case of an injury. Emergency personnel (911) will be notified in the event of any life-threatening injury to a student or staff member.

Student Illness: Each student will have a health record on file in the school office, and a *copy may* be in their teacher’s records as well. Any students with chronic or acute illnesses will have their record “flagged” and appropriate training will be given to their teachers and office staff so they may deal with any emergencies that arise. Again, professional emergency personnel will be summoned as needed.

Fire: Regular fire and other emergency drills *will be held as outlined by school district policy* and staff will be trained in procedures for a fire emergency.

Natural Disasters: Staff in-service will cover procedures to be followed in the case of natural disasters. The *school may* have an intercom system wherein the Principal can

speak to all classrooms and give instructions as the situation dictates. This is also true of criminal emergencies or any type of endangerment to staff or students. The Principal will be responsible to summon help if needed, with a chain-of-command developed and written into school policy.

Amending the Charter

The APA governing board may recommend amendments to the charter upon 2/3rd majority vote of those members in attendance. Said recommendations will be submitted to the district board of education for their review and approval. The board of education will respond in writing in a timely fashion.