

**Charlotte Day Academy Charter School**



**School opening in the fall of 2013**

**Respectfully Submitted By:  
Board of Directors  
Charlotte Day Academy Charter School  
6850 Monroe Road  
Charlotte, NC 28212**

**Submitted To:  
North Carolina Department of Public Instruction  
NCDPI/Office of Charter Schools  
301 N. Wilmington Street  
Raleigh NC 27601-2825  
919-807-3491**

**Due By: April 13, 2012**

**Mailing Address:  
6303 Mail Service Center  
Raleigh, NC 27699-6303**

Charlotte Day Academy Charter School  
**2012 Application Process**  
To open a charter school in the 2013-2014 school year

***TIMELINE***

APPLICATION DUE DATE/TIME

- APRIL 13, 2012** A **complete** application package must be received in the Office of Charter Schools by 12 noon on April 6, 2012. If the preliminary chartering entity is other than the State Board of Education (SBE), please contact the Office of Charter Schools for guidance.
- APRIL 20, 2012** Copy of the application due to the Local LEA.
- MAY 11, 2012** LEA Impact Statements due to the Office of Charter Schools.
- MAY, 2012** Public Charter School Advisory Committee receives applications and begins the process of reviewing applications ahead of their initial meeting.
- JUNE/JULY, 2012** The Public Charter School Advisory Committee meets and discusses applications. Candidates receiving the highest ratings will receive interviews.
- JULY, 2012** Charter School Advisory Committee interviews candidates and makes recommendations to SBE for preliminary charter school approval.
- SEPTEMBER, 2012** SBE votes for applicants which will begin their preliminary planning year training with final approval to be granted in March of 2013.

*The Office of Charter Schools must receive the entirely complete application package no later than **12 noon on April 13, 2012**. A copy must be submitted to the LOCAL Board pursuant to G.S. 115C-238.29B(d) within 7 days.*

## I. APPLICATION COVER PAGES

**NAME OF PROPOSED CHARTER SCHOOL:** Charlotte Day Academy

**NAME OF NONPROFIT ORGANIZATION/MUNICIPALITY UNDER WHICH CHARTER WILL BE ORGANIZED OR OPERATED:** Charlotte Day Academy

**HAS THE ORGANIZATION APPLIED FOR 501(c)(3) NON-PROFIT STATUS:** Yes  No

Provide the name of the person who will serve as the **primary contact** for this Application. The **primary contact** should serve as the contact for follow-up, interviews, and notices regarding this Application.

**NAME OF CONTACT PERSON:** Evelyn P. Mack

**TITLE/RELATIONSHIP TO NONPROFIT:** Executive Director/Founder

**MAILING ADDRESS:** 6850 Monroe Road Charlotte, NC 28212

**PRIMARY TELEPHONE:** 704-535-8304

**ALTERNATE TELEPHONE:** 704-737-4743

**E-MAIL ADDRESS:** evelynpmack@bellsouth.net

**Location Proposed Charter School (LEA):**

**Conversion:**

No:

Yes:  If so, Public  or Private:

If a private school, give the name of the school being converted: N/A

If a public school, give the name and six-digit identifier of the school being converted: N/A

**Description of Targeted Population:** Any student that meets the criteria for admission to a North Carolina Public School is qualified for admission to Charlotte Day Academy, in particular, CDA is targeting the culturally/economically disadvantaged.

**Proposed Grades Served:** K-5 (2013-14) K-5 (2014-2015) K-6 (2015-16) K-7 (2016-17) K-8 (2017-18)  
**Proposed Total Enrollment:** 324

**Proposed Grades Served:** K-5 **Proposed Total Enrollment:** 324

**Projected School Opening Year 2013 Month August**

School Year	Grade Levels	Total Projected Student Enrollment	Year Round	
			YES	NO
First Year	K-5	324		X
Second Year	K-6	384		X
Third Year	K-7	444		X
Fourth Year	K-8	504		X
Fifth Year	K-8	604		X

I certify that I have the authority to submit this application and that I was regularly involved in the development of this application. All information contained herein is complete and accurate, realizing that any misrepresentation could result in disqualification from the application process or revocation after award. I understand that incomplete applications will not be considered. The person named as the contact person for the application is so authorized to serve as the primary contact for this application on behalf of the applicant.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Date

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## **MISSION, PURPOSES and EDUCATIONAL FOCUS (G.S.115C-238.29A)**

### **MISSION:**

The mission of the proposed charter school is as follows:

Charlotte Day Academy believes that every student will succeed in ways that reflect his or her own aptitudes and interests if given the chance. Our mission is to develop lifelong learners with problem solving skills, using the principles of the "The Basic School" to provide an optimum environment for learning in which:

1. Teachers, parents, and the community work together to create an inclusive community of learning.
2. Students are intrinsically motivated through hands on teaching, integrated curriculum, and problem-based learning through:
  - Real life learning with meaningful community connections, where everyone comes together to promote learning.
  - Teachers empowering and encouraging teaching the needs of each individual student.
  - Small group settings paramount to achieving this mission and serving to enhance the various aspects of the child's learning process.
  - Addressing individual learning styles of students.
  - Connecting classrooms by a sense of purpose, in a climate that is communicative, just, disciplined, and caring with celebration of learning.
  - Facilitating greater parental involvement in child's education; providing a Home/School Parent Coordinator specifically designated to lead the home school partnership between parents teachers students and learning community.
  - Enhancing student academic achievement with every child performing at grade level in all academic subjects at the end of each school year.

### **EVIDENCE FOR NEED OF THE PROPOSED SCHOOL:**

Describe the community relationships forged in the preparation of the charter application. Provide information detailing how the community and parents have been involved in the formation of the proposed mission statement. Evidence of surveys, dates, times, and locations of public meetings discussing this proposed charter school can be used to demonstrate the level of public interest.

Charlotte Day Academy will provide the same high quality education that the students have received over the years from its predecessor school, Evelyn Mack Academy. Providing a free education operating with a similar mission, EMA has been successful in preparing students for the continuing of their academic pursuit after graduating. In addressing the needs expressed by parents at community meeting, Charlotte Day Academy will provide a free tuition based school to all children; not just a few families who can afford to send their children to a privately funded school where some families could not afford the school's tuition of \$700/monthly. Therefore, it is believed and shared by many parents that if we could provide the same high quality education that is taught in the private school, they believe that opening a charter school would help in such a way that all children can get that same quality education. It is believed that translating that school's mission and teaching methods into a charter school setting would allow Charlotte Day Academy to prepare even greater numbers of students for academic success. Through open house, parent meetings, advertising on television, radio and newspaper we have positioned ourselves in the community in a very positive way. The Charlotte Day Academy Board of Directors will appoint a committee to conduct surveys informing the area communities and the public about the charter school presence. Open houses will be held for the purpose of informing the public about our educational plan and mission of the school. Charlotte Day Academy will also contact community leaders and organizations in the community to help reach and inform the public. Plans are already in place, and contacts have already been made to inform the

large Hispanic population, and diverse ethnic groups in our community along with our leaders about our educational plan. Once the charter has been granted we will begin work in September 2012 to start moving forward with this task. Charlotte Day Academy's wish is to have a diverse multicultural group of children enrolled in the charter school where no child is left behind.

### **GOALS FOR THE PROPOSED CHARTER SCHOOL:**

A description of the student achievement goals for the school's educational program and the method of demonstrating that students have attained the skills and knowledge specified for those goals. These goals should include specific and measurable performance objectives over time. A timeline should be included to highlight how the school proposes to meet its objectives.

Our goals for Charlotte Day Academy is to provide a safe, orderly, caring and inviting school environment where essential and maximum learning will take place. Charlotte Day Academy will accomplish these goals in the following ways.

1. Charlotte Day School is accountable to parents, to students, and to the community at large. Academic standards are established both in language and the Core Commonalities, with benchmarks to monitor student achievements. The personal and social qualities of students are also observed and evaluated informally by teachers. Assessments in the Basic School: A Community for Learning by Ernest Boyer is always in the service learning.
2. Charlotte Day Academy will begin the year using Ernest Boyer's concept for Basic Schools by participating in district or state assessment programs with full confidence in the ability of their students to achieve. Assessment is linked directly to instruction. It is an essential part of teaching, and every effort is made to assure that, what is measured flows from what is taught. Grant Wiggins who focuses on assessment, said it this way: "Good teaching is inseparable from good assessing." The question therefore is not whether to evaluate students, but how to measure performance in ways that will enrich learning, rather than restrict it.
3. The assessment of Charlotte Day Academy students will include diagnosing their learning styles (Dunn and Dunn Learning Style Inventory) and academic achievement levels. The Basic School has two goals that relate directly to academic achievement--proficiency in language and the acquisition of core knowledge. Three other goals have to do with the personal and social qualities of students--motivation, social and emotional well-being, and responsible living.
4. Our school year will begin in August with the learning style inventory to address students' individual ways they learn best. A student learning style portfolio will be established. Academic assessments will be done in August for each grade level. Quarterly assessments will be administered to all students. Mid-terms assessments will be administered in January followed by nine weeks quarterly assessments. Final exam will be administered to all grade levels in May. Promotion will be based on 80% mastery, any extreme or exceptional circumstances will be handled on an individual basis with administrative conference.

### **PURPOSES OF PROPOSED CHARTER SCHOOL:**

State the relationship between the six legislated purposes, as specifically addressed in the NC charter school statute GS 115C-238.29A, and the proposed school's operations.

Charlotte Day Academy's Education Plans addresses all six of the legislated purposes for charter school as described below.

#### **1. To improve student learning**

All students will be actively engaged participants at Charlotte Day Academy. Using a variety of instructional methods students will be engaged in higher thinking skills, curriculum mapping, and study

units that will be designed around the needs of the student. Teachers will choose more instructional methods and materials to be used from the various units to help foster the best learning environment for each student on the educational topics. The variety of methods and approaches used will meet the many different learning styles and academic strengths and weaknesses, therefore, increasing the chances for student success. Class size is small to help meet the day-to-day challenge and needs of the students, teachers will be able to assess and address the individual student's need more thoroughly.

- CDA will offer an extended school day curriculum of academic and cultural enrichment activities focusing on literacy, phonics skills, math and science, performing arts, and physical fitness.
- Incorporate a variety of instructional methods which address diverse learning styles as well as academic strengths and weaknesses, thereby increasing the likelihood of student success.

**2. Increase learning opportunities for all students, with special emphasis on expanded learning experiences for students who are identified as at risk of academic failure or academically gifted.**

Students with an individualized education plan (IEP), who are capable of participating in a full-inclusion program, benefit by doing so. These identified students will have the advantage of experiencing an innovative educational program with the regular education teacher, as well as having the resource of a special education teacher to help fulfill the mandates of IEP. Academically gifted students will experience the same innovative curriculum as the rest of the student body. The small class sizes will enable the regular classroom teacher, in conjunction with the special education teacher, to specifically address each student's strengths and broaden the curriculum accordingly. Gifted students will be provided opportunities to reach their full potential in our challenging program.

**3. Encourage the use of different and innovative teaching methods.**

Teachers will use the North Carolina Common Core for Learning to guide instruction. They will also use curriculum in a variety of ways through differentiated instruction, and collaborative learning. Teachers will discuss students' work and progress, share materials and resources and discuss students' progress together, to insure student success. CDA will implement curriculum mapping and pacing guides to group goals and objectives in logical and sequential ways to maximize integration of the curriculum and minimize isolated learning. Leverage technological innovations in learning and mobilize tutors and mentors from local universities, community colleges, and business corporations to accelerate remediation and academic advancement.

**4. Create new professional opportunities for teachers, including opportunities to be responsible for the learning program at the school site.**

Charlotte Day Academy's teacher's goal is to make a difference in a child's life. The major obstacles that hinder this progress are lack of funds, lack of support and too many students per classroom setting to make this happen. At Charlotte Day Academy our teachers are professional and they are the expert to teach and guide the students. CDA will see to it that the class size is kept at a small group setting 12-1 student/ teacher ratio. Teachers will have on going staff development training with the main goal to improve student learning. Teachers will be encouraged to seek other resources from local community immediate staff, to help build a learning program for their students. Teachers will make home visits to bridge the learning gap between home and school.

**5. Provide parents and students with expanded choices in the types of educational opportunities that are available within the public school system.**

CDA students will vary their own educational opportunity through the choices they make. Students will become aware of and invested in their own learning the decisions they make and the impending consequences. Student will learn to use self assessment, peer conferencing, learning simulation, and student interest contract. CDA will provide students and parents with a safe and nurturing environment conducive for learning.

**6. Hold the schools established under this part accountable for meeting measurable student achievement results and provide the schools with a method to change from rules-based to**



**performance-based accountability system.**

CDA will follow the North Carolina Department of Public Instruction's ABC Accountability Model. Required federal programs will also be implemented. All state mandated testing will be given.

**EDUCATIONAL FOCUS:**

Describe briefly, limited to one page, the focus of the proposed charter school. This description will be used in public releases of information to interested parties, such as: the media, the State Board of Education, parents, school systems, and in various documents produced by the Office of Charter Schools. It must be concise and relate directly to the mission of the school.

Charlotte Day Academy is a tuition-free, day school which provides extended school day, with summer tutorial enrichment. Our academics include hands- on, experiential, problem based learning which addresses the whole child socially, emotionally, physically, academically as well as spiritually. Our school will focus on literacy with heavy emphasis in reading, mathematics, science and technology through small class size, with small group teaching, adhoc grouping and individual learning plans. The school will serve students who are academically at risk for failure in the regular school setting, who live in economically distressed urban environments in grades K-5<sup>th</sup>. We will use the principles of The Basic School model by Dr. Ernest Boyer as our vehicle to bring teachers, parents, and the community together to guide students to be intrinsically motivated as lifelong learners and problem solvers. The school will be staffed by North Carolina certified teachers and other professional support staff members. CDA will provide an extended day curriculum of academic and cultural activities focusing on basic literacy, phonics, math, science, technology, performing arts, and physical fitness.

## **IV. GOVERNANCE**

**NOTE:** Please answer all sections completely. Do not use "same as LEA" or "whatever the law states". Lack of proper documentation will jeopardize the application review.

**PRIVATE NONPROFIT CORPORATION (G.S.115C-238.29E)**

The nonprofit corporation must be officially authorized by the NC Secretary of State by the final approval interview date.

Name of Private Nonprofit: Charlotte Day Academy

Mailing Address: P.O. Box 690520

City/State/Zip: Charlotte, NC 28227

Street Address: 6850 Monroe Road Charlotte, NC 28212

Phone: 704-535-8304

Fax: 704-573-2352

Name of registered agent and address: Charlotte Day Academy, 6850 Monroe Road, Charlotte, NC 28212

FEDERAL TAX ID: 77-0697784

**TAX-EXEMPT STATUS (501 (c)(3)) (G.S. 115C-238.29B(b)(3))**

The private nonprofit listed as the responsible organization for the proposed charter school has 501 (c)(3) status:

- Yes (copy of letter from federal government attached)  
 No

**NOTE:** The tax-exempt status must be obtained from the Internal Revenue Service within twenty-four (24) months of the date the Charter Application is given final approval. (G.S. 115C-238.29E(b))

**PROPOSED EDUCATIONAL MANAGEMENT ORGANIZATION (EMO OR CMO)**

If the Charter School plans to contract for services with an "educational management organization" or "charter support organization," please specify the name of the company, address, website, phone number, contact person, fax, and email:

Charlotte Day Academy does not plan to contract for services with an educational management organization, but will reserve the right to contract with such an organization in the future should it be deemed appropriate by the CDA Board of Directors.

- Please include a copy of the proposed management agreement of the specified EMO and explain how the contract will be in the best educational and financial interests of the charter school. N/A
- What other EMO/CMOs were pursued and why did the applicant select this particular one? Please include information regarding other management fees and financial/academic records that led to the selection of the proposed EMO/CMO as the best fit for this proposed school. N/A
- Provide and discuss performance and financial data from other schools managed by the management company to demonstrate how this organization is a good fit for the proposed population of students N/A

- Describe how the governance structure will be affected; if at all, by the EMO/CMO and particularly discuss how the board of directors of the charter school will govern the school independently of the EMO/CMO. An organizational chart showing the lines of authority should be included. N/A
- Explain how the contract includes measurable objectives whereby the charter school board can evaluate annually the performance of the EMO/CMO; and if necessary, terminate the contract without significant obstacles. N/A

**ORGANIZATIONAL STRUCTURE OF PRIVATE NONPROFIT:** (GS 115C-238.29B(b)(3); GS 115C-238.29E(d))

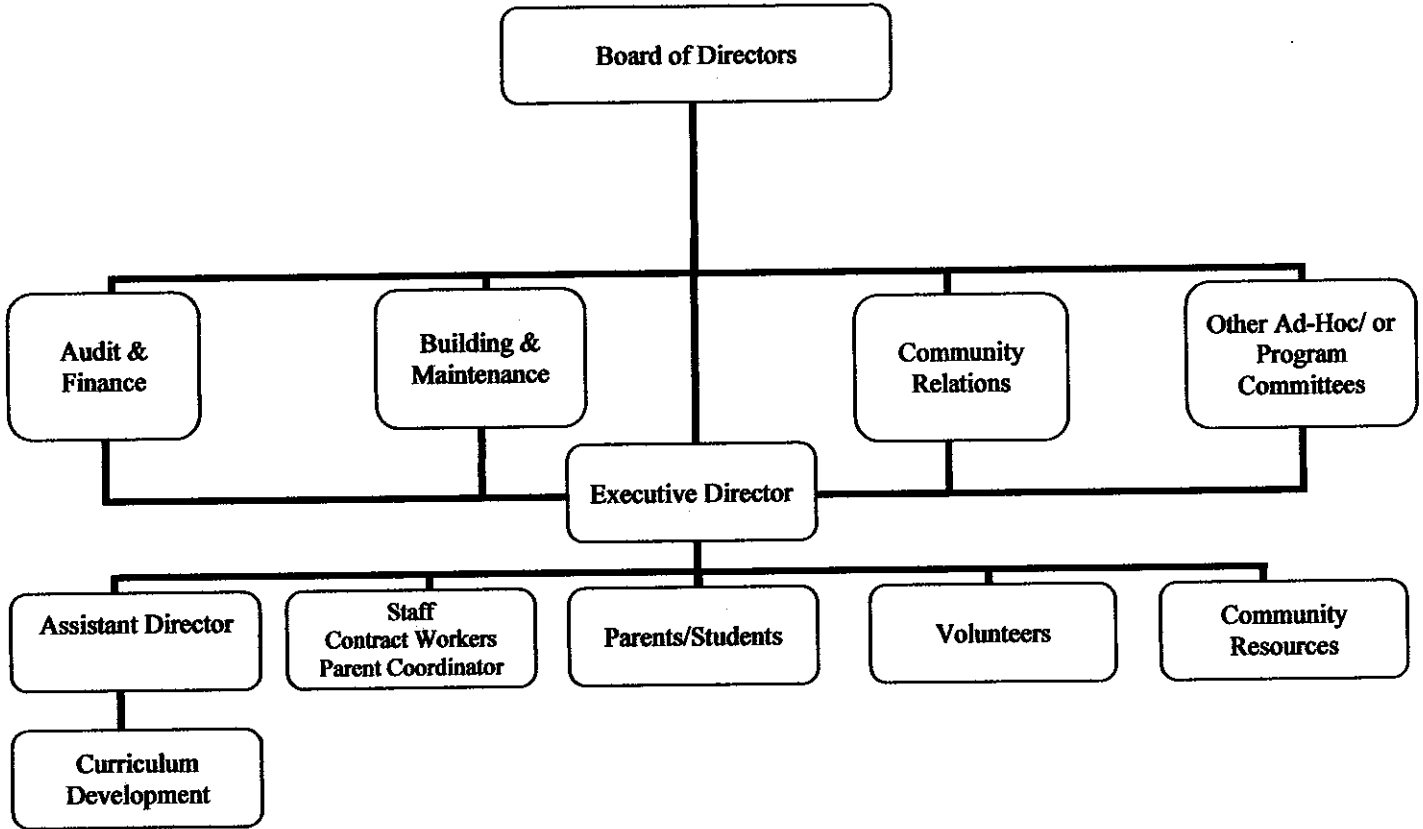
The private nonprofit corporation is the legal entity that has responsibility for all aspects of the proposed charter school. Its members should reflect the ability to operate a charter school from both business and education perspectives.

**Please provide the following in this location of the APPLICATION:  
(Do not include as an appendices.)**

- A well-defined organizational chart showing the relationship of the Board of Directors to the parents and staff of the proposed charter school as well as any advisory council. This chart should also include lines of authority to and from any outside entity that will play a role in managing the charter school.

The Board of Directors of Charlotte Day Academy will govern overall operations and will set policy for the school. The Board will appoint an audit committee, a building committee, a community relations committee, and other committees as determine to be appropriate to perform the functions determined by the Board and to advise the Board. The Board receives recommendations regarding school operations from the Executive Director of the school, who will participate in Board meetings as an ex officio, non-voting member. The Board will consult with outside expert advisors in areas of importance such as law, finance, special education, and public relations, as needed. The director will work with the Lead Teacher team, parent advisory committee to ensure positive communication and informed decision-making. See organizational Chart.

Charlotte Day Academy Charter School  
Organizational Chart



- **Each founding board member must submit, in this section of the application, a one-page resume highlighting his or her experiences over the past ten or more years.**

Board Members:

- 1) Evelyn P. Mack, Executive Director
- 2) Attorney Ricky Patel - Ricky is a practicing attorney in Florida whose home is Charlotte, North Carolina where his parents currently reside.
- 3) Malik Richardson
- 4) Griffin Mack
- 5) Accountant John Jennings - John is an independent accountant in Florida who resides in Florida but he has ties to Charlotte, North Carolina where his family still lives.
- 6) Shea Barja
- 7) Hemanth Rao
- 8) Tyrone Miller

**EVELYN P. MACK**

Resume

6850 Monroe Road  
Charlotte, NC 28212  
704-535-8304

**OBJECTIVE**

To be an effective leader in the community and to help others become self starters in the area of education. To teach and train them to become major contributors and productive leaders in our society making a difference in the lives of others.

**PROFILE**

- Highly qualified leadership ability, and knowledgeable in the field of education
- Skilled in teaching and conducting phonics workshops
- Experienced as an effective leader in the areas of education administration
- Skilled in interviewing and hiring teachers
- Self motivated and goal oriented
- Accepts challenges and meets objectives

**EMPLOYMENT HISTORY**

1997-To Present - Current CEO and Founder of Evelyn Mack Academy- Charlotte NC

- Administrate the day to day operations of Evelyn Mack Academy Grades K-12<sup>th</sup>
- Supervise and evaluate teachers who work at Charlotte Mecklenburg Schools Truancy Centers
- Instruct and conduct reading workshops
- Tutor children who struggle with reading
- Conduct monthly staff meetings
- Interview and hire staff members
- Handle discipline problems
- Assessment coordinator
- Conduct interviews with prospective students and parents during enrollment

2005-2008 Currently manage a contract with CMS Safe /school  
Suspension Center

- Responsible for hiring teachers for the six suspensions centers
- Conducted staff development training and workshops for teachers
- Responsible for observation and evaluation
- Worked with the students in teaching life skills
- Assisted teachers in any way they need assistance

1993-1995- Worked with Charlotte Mecklenburg Schools as a Keyboarding teacher

- Created computer lesson plans for students in grades 7-9<sup>th</sup>
- Taught Business and Leadership classes
- Managed the daily operation of a small business in the school operated by students

1986-1988- Law Enforcement Office

- Worked for the City of Charlotte as a Law Enforcement Officer
- Patrolled the streets, enforced the law, and protected the citizens of Charlotte

**EDUCATION**

Received BS Degree in Business Education from Bethune-Cookman College, Daytona Beach, Florida  
Received MS Degree in Education Administration from Eastern Illinois University, Charleston, Illinois

**RICKY PATEL, ESQ.**

C: (305) 747-1384 . Rpatel@FloridaAttorney.com

**EMPLOYMENT**

Farrell & Patel, Attorneys at law, Miami, FL (www.FloridaAttorney.com) 2010 – Present  
Partner

Representing minority hotel owners affected by the BP Oil Spill. Working on two of the largest class action law suits in hospitality history, on behalf of Asian American Hotel Owners.

Public Defenders office, Naples, FL 2009 – 2010

**EDUCATION**

St. Thomas University School of Law, Miami Gardens, FL Jurist Doctor, May 2009  
2006 – 2009

STU LAW Board of Trustees

Board Member (2009)

2009 – Present

Student Bar Association

Senator of the year (2008)

Mock Trial Team, Honors Society

Vice President (2007-2009)

Florida State University, Tallahassee, FL 2003 – 2006

Graduated Magna cum laude

Bachelor of Arts, International Affairs with emphasis on Business Administration

Bachelor of Science, Political Science

**Scholastic Achievement**

- Susan Burdette Scholarship 2003 – 2004
- Dean's List 2003 – 2005
- Minority Scholarship for outstanding achievements 2004 – 2005
- International Studies Scholar 2004 – 2005
- President's List 2005
- National Society of Collegiate Scholars 2005

**LEADERSHIP**

Legislative committee member for The Asian American Hotel Owners Association. 10/10 – Present

- Ambassador for President Clinton's Global Initiative 05/10 – Present
- Youngest member of President Obama's National Finance Committee 04/10 – Present
- Co-founder of STU LAW Young Alumni Association 10/09 – 10/10

**INTERN EXPERIENCE**

St. Thomas University School of Law Immigration Clinic, Miami Gardens, FL 2008-2009

**Certified Legal Intern**

Performed intakes of walk-in potential clients, Analyzed the intake sheets and performed initial interviews with potential clients, Synthesized the initial interviews and intake sheets against the Immigration and Naturalization Act Statute, Notified potential clients of acceptance of their case, or, in the alternative, provided a reason for the denial, Researched and investigated accepted clients' cases, Attended master and individual hearings with clients in the immigration court, Composed memoranda of law outlining clients' facts, legal issues, and forms of relief sought, Submitted the relevant immigration legal documents to authorities throughout clients' cases, Updated supervising attorney on all steps taken, as well as achieved authorization for all major tasks, Performed discovery Requests in the hunt for relevant supporting evidence, including international searches, Achieved 100% success rate In all federal court cases handled.

**MALIK RICHARDSON**

6322 Lily Pad Court / Charlotte, North Carolina 28262 / 704-807-4094 / mrich1911@hotmail.com

**CAREER SUMMARY**

Accomplished educator with demonstrated ability to teach, motivate, and direct students while maintaining high interest and achievement. Proven skilled communicator able to effectively interact with diverse populations of students at a variety of academic levels. Consistently maintain excellent relations with students, parents, faculty, and administrators. Self-motivated with strong planning, organizational and technology skills.

**WORK**

**August 2011-Present: Math Teacher, North Mecklenburg High School, Charlotte, NC** - Provide daily mathematics instruction. Maintain positive communication with parents and guardians.

**EXPERIENCE**

**August 2003 – June 2011: Math Teacher/Technology Coach, Bishop Spaugh Community Academy, Charlotte, NC** – Served as technology contact for the school. Provided training for the staff with online resources and classroom equipment such as TI-Navigator, Smart Response and Smart Boards systems. Assisted administrators with decisions in purchasing new equipment. Provided daily mathematics instruction and assess students' progress daily through formative assessments. Maintains professional competence and certification through in-service education. Assists co-teacher in a resource classroom of students with special needs.

- Created an online professional development course available for district teachers using Moodle.
- Awarded the Principal's Smooth Sailing Award that was determined by fellow colleagues.
- School achieved Adequate Yearly Progress in 2009-2010 for both math and reading.

**February 2007 – June 2009: Math Facilitator, Bishop Spaugh Community Academy, Charlotte, NC** - Assisted mathematics teachers with instructional issues. Supervised school-wide remedial math program. Implemented student diagnostic and progress assessments in preparation for the NC End-of-Grade Mathematics assessment for all grade levels.

**July 1998 – August 2000: Administrative Assistant, The Johns Hopkins University, Baltimore, MD** - Managed daily activities of the office. Assisted with editing and proofreading manuscripts for journal publication.

**May 1995 – May 2001: Information Management Journeyman, Air National Guard, Baltimore, MD** - Prepared official correspondence for squadron commander. Maintained office computer equipment and the squadron website.

- Earned the Honor Graduate distinction by achieving a 96 percent average in the very challenging Information Management Apprentice Course.
- Received the Air Force Reserve Good Conduct Medal in recognition of completing four years of honorable service.

**EDUCATION** LESLEY UNIVERSITY, Cambridge, MA  
Master of Education, Technology in Education, October 2008

MORRIS COLLEGE, Sumter, SC  
Bachelor of Science, Mathematics, May 1993

**TECHNICAL EXPERTISE**

Moodle, Blackboard, HTML, CSS and JavaScript  
GoLive, Dreamweaver, Flash, Photoshop, Printshop Pro, and Acrobat  
Extensive knowledge of Apple, Windows, and Linux/UNIX platforms



**Griffin L. Mack**  
5616 Barnsdale Lane  
Charlotte NC 28227  
704-770-7595

**Objective:** Provide leadership experience based upon previous experience in sales and marketing over the last 37 years and to provide guidance in management and directing administrative and sales functions.

**Experience:**

- Current: *Retired* November 1, 2008
- *Field Sales Executive: (2003-2006)* – responsible for fleet sales in North and South Carolina to large and small fleet companies purchasing General Motors Vehicles.
- *Commercial Sales Manager(2000-2003)*-responsible for selling and promotions for commercial vehicles with General Motors Dealers in the South Carolina and North Carolina Dealer Markets.
- *Field Sales Manager (1998-1999):* responsible for working with specific General Motors Dealers in their Dealership Operation to insure profitability.
- *Sales Promotion Manager (1991-1997)*- developed sales promotion programs that dealers could support to increase Chevrolet sales; responsible for Charlotte NC zone which included all Chevrolet dealers in North and South Carolina.
- *Senior Systems Analyst (1986-1990)*- responsible for overseeing a staff of five for the preparation of financial documents to General Motors for recognizing new Chevrolet Dealerships.
- *Zone Business Manager (1978-1985)*-responsible for collecting and reviewing performance for the Charlotte Area General Motors dealership financial operations statements for out of line situations effecting the dealership operation to include providing recommendations for improvements.
- *Business Manager (1979-1984)* responsible for improvement for profitability and network planning for specific dealer points for the Des Moines, Iowa area.
- *District Sales Manager (1974-1983)* responsible for the Peoria Illinois zone with assigned territories in Charleston Illinois and Decatur Illinois. Assignments also included a five year assignment to go out with sixteen other individuals for the purpose of training five thousand General Motors Dealerships on how to operate various computer systems, and training General Motors wholesale employees on the operation of dealer communication system throughout the United States.
- References upon request

**John Jennings**  
7236 Chesapeake Circle  
Boynton Beach, Florida 33436  
Home #: 561-433-1711

**Executive Summary**

Extensive experience in management function; design in cost analysis, budgeting, forecasting, and purchasing, strong negotiating and interpersonal skills. Effectively work with different personalities. Focus is results through personal management expertise, integrating skills and creating cohesive teams and developing staff to their full potentials. Expertise includes:

Budget Specialist	Personal Management
Cost Analysis	Effective Negotiation
Financial Forecasting	Facultative Problem Solving
Leadership by Empowerment	Strong Analytical Skills

**EXPERIENCE**

2001- Present

**Loudmouth Entertainment & Publishing, Inc., Flushing, NY**

Publishes books and provides services to individuals in the music and entertainment industry.

**Executive Vice President of Finance**

- Keep full and accurate accounts of the Corporations finances and provide true statements of the assets and liabilities, all duties incident to the office of Treasurer and such other duties as may be assigned him by the President. Establish and maintain accounting Files. Monitor Operating Capital, Expenses and other Banking Functions. Perform Accounting Functions and Maintain Accounting, Book keeping CPA records. Sin, with any other proper officer, certificates for stock of the Corporation and any deeds, leases, mortgages, bonds, contracts, or other instruments, which may be lawfully executed on behalf of the Corporation.

1986- Present **Jennings Inc., Boynton Beach, FL**

- A financial and tax consultant service which is supporting a variety of industries such as daycare centers, catering facilities, hair salons, transportation services and individual clients.

**Financial and Business Consultant**

- Analyze client situations and identify goals and objectives for their operation. Perform analytical and problem-solving functions, which address client's needs in the expansion of their business through various processes i.e. investing retained earnings and other sources of funding. Currently prepare loan packages, financial statements, market analysis, business plans and tax returns.

**Education**

**Attended and graduated from Jersey City State College, received a BS Degree in Accounting**

1986-1989 **Laventhol & Horworth, CPA's, Charlotte, NC**

**U.S. Department of Commerce MBDA**

Charlotte Minority Business Development Center

**Executive Director**

- Successfully performed integrated meetings designed implementation of the minority business center. Prepared and reviewed loan package, feasibility studies, financial statements and projections. Reviewed documentation that will determine eligibility requirements for 8A certification program. Assisted small businesses in indentifying the various opportunities with contractors in the set aside areas with federal, state and city agencies.

**SHEA BARJA**  
9029 Louvaine Drive  
Charlotte, NC 28227  
704-451-3629  
[sheabarja@gmail.com](mailto:sheabarja@gmail.com)

**Objective:**

To be a board member of Charlotte Day Academy Charter School in North Carolina

**Qualifications Summary:**

I believe I am qualified to sit at the board of a charter school because of my years of experience as a home school teacher, my experience with children and adults in a school setting, my ability to work with people of various backgrounds through my church and community responsibilities, and my experience with business planning.

**Related Experience:**

- *Principle's Assistant* Charlotte, NC 2009 – present  
Foodesign Associates  
Created business plan,  
Maintains changes to business plan
- *Teacher's Aide* Charlotte, NC 2002 - 2011  
Evelyn Mack Academy  
Assisted teachers  
Tutored during after school care
- *Home Educator* Charlotte, NC 1988 - 2001  
Charis Christian School  
Determined learning styles and  
taught accordingly,  
Tailored my own curriculum,  
Purchased curriculum accordingly
- *4-H Club Leader* Stanly County 1995 – 2000  
NC Cooperative Extension  
Assisted children in choosing  
projects, defining objectives,  
and meeting their goals
- *4-H Club leader* Mecklenburg County 1988 – 1994  
NC Cooperative Extension  
Assisted children in choosing  
projects, defining objectives,  
and meeting their goals

**Education:**

Chamberlain High School graduate Tampa, Florida 1972

• **Skills:**

My greatest skills are in verbal and written communication, and the ability to work with, connect with, and bring out the best in others. I am also good at managing money.

• **Current Activities:**

*Ecumenical Chair*

St. John Neumann Catholic Church Charlotte, NC

Plans and carries out events that promote communication and cooperation between St. John Neumann Catholic Church and the protestant churches within the parish.

**CURRICULUM VITAE**

**INVESTIGATOR NAME:** T. Hemanth Rao, MD

**INVESTIGATOR NATIONALITY:** US Citizen

**INVESTIGATOR ADDRESS:** The Neurological Institute, PA 2607 E 7<sup>th</sup> Street, Suite 200, Charlotte, NC 28204

**OTHER LOCATION ADDRESS**

The Neurological Institute, PA 2219 E 7<sup>th</sup> Street, Charlotte, NC 28204

The Neurological Institute, PA 7000 Shannon Willow Road, Charlotte, NC 28226

The Neurological Institute, PA 1315 East Sunset Drive, Suite 201, Monroe, NC 28112

**Education: List Colleges/Universities attended with dates and degrees obtained:**

- 1994 – 1995      **EMG Neuromuscular Disease Fellowship – Washington University School of Medicine**
- 1993 – 1994      **Chief Resident, Long Island Jewish Medical Center – Albert Einstein College of Medicine**
- 1991 – 1993      **Long Island Jewish Medical Center – Albert Einstein College of Medicine**
- 1982 – 1988      **Madras Medical College – Madras, India**

**POSTGRADUATE TRAINING: List internships, residencies & fellowships, give dates, names of institutions:**

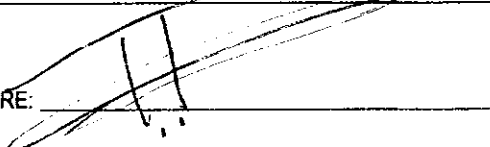
- 1990 – 1991      **Internship, Elmhurst Medical Center – Mount Sinai School of Medicine, NY**

**CLINICAL RESEARCH EXPERIENCE (Number of protocols and Therapeutic Areas):**

Over 70 clinical studies in the areas of:  
Diabetic Peripheral Neuropathy, Myopathy, Epilepsy, Migraine, Multiple Sclerosis, Alzheimer's Disease, Parkinson's Disease, Psychosis in Parkinson's, Amyotrophic Lateral Sclerosis, Insomnia, Restless Leg Syndrome, Narcolepsy, Sleep Apnea, Fibromyalgia, Neurogenic Orthostatic Hypotension, Neuralgia, Periodic Limb Movement And Chronic Inflammatory Demyelination Polyradiculoneuropathy

**PROFESSIONAL EXPERIENCE:**

- ❖ **Board certification:**      **American Board of Psychiatry and Neurology – October 1995**  
   **American Board of Electro diagnostic Medicine – 1997**
  
- ❖ **Previous employment (List positions held, give dates and institutions, include only last 10 years):**  
   **1995 – 1996      Green Clinic – Physician**  
   **1993 – 1994      Long Island Jewish Medical Center – Chief Resident**
  
- ❖ **Present employment (List positions held and institutions)**  
   **1996 – Present    The Neurological Institute, PA – President / Owner**  
   **2004 – Present    United Sleep Medicine – President / Owner**

SIGNATURE: 

Date : 1/24/12

**Tyrone E. Miller**  
6619 Farrington Lane  
Charlotte, NC 28212

Phone: (704) 408-4129 Email:uniquecaringfoundation@yahoo.com

**Summary of Qualifications**

Extensive experience working with children and adolescents with special needs.

**Experience**

2007-Present                      West Charlotte High School                      Charlotte, NC  
U.S. and World History Teacher

2002-Present                      Unique Caring Foundation/Network                      Charlotte, NC  
Executive Director

- Develop policies and procedures regarding MH/DD/SA rules and regulations
- Family Service Coordinator for The Unique Caring Network's CAP-MR/DD Clients
- Two (2) years experience with providing supervision and assistance to clients diagnosed with developmental disabilities to ensure client is getting appropriate services and the best quality of services available to the client and family
- Two (2) years experience with providing direct supervision for all DD services provide by The Unique Caring Foundation
- Two (2) years experience conducting assessment/screening for potential clients
- Implementing the Plan of Care for DD consumers
- Supervising direct care staff for Foster Care
- Supervising direct care staff through VR Program for DD Consumers

2002-2004                      Mecklenburg County Jail North                      Charlotte, NC  
Inmate Instructor

- Designed and implemented a Youth Offender Program in conjunction with CMS
- Provided life skills to juvenile offenders
- Created and maintained an environment where the juvenile can achieve academics that are offered within the Program

2002-2004                      Derita Alternative School                      Charlotte, NC

1992-2002                      Sunset Senior High School                      Miami, FL  
High School Social Studies Teacher

- Worked directly with children with at-risk for mental illnesses and at-risk environmental concerns
- Provided assistance for the students regarding behavioral issues
- Taught students alternatives and strategies in developing skills as alternative to negative behaviors along with maintaining classroom social study curriculum

1992-2000                      Juvenile Alternative Sanction System                      Miami, FL  
Program Director

- Facilitated anger management and conflict resolution groups
- Maintained client court records
- Initiated and maintained in-home contact and support with families
- Empowered families for self-advocacy and encouraged goal setting
- Provided counseling to students with behavioral deficits

**Education**  
1989-1992                      University of Miami                      Miami, FL  
B.A., Bachelor of Science

1997-2003                      Nova Scotia University                      Fort Lauderdale, FL  
M.S., Master of Science

- The proposed by-laws, which must include a Conflict of Interest Policy for board members and a stated commitment to the NC Open Meetings Law. (G.S.143.318.9 et seq)
- A copy of the articles of incorporation, if available. If not available, must be available prior to interview by SBE, so must show that it has been applied for prior to submission of application.
- A description of the governing board's functions, duties, roles and responsibilities as it relates to overseeing the charter school and its mission.

The Board of Directors will be responsible for setting policy and supervising operational matters, including budgeting, operating procedures, and community relations activities the Board will see to it that the staff adheres to abide by the General Statutes of North Carolina Department of Public Instruction. The director and assistant director of the school will be responsible for management of day-to-day operation of the school activities including management of personnel, management of school calendar, implementation of curriculum, and instructional leadership. The director will be responsible for curriculum recommendations and annual budget recommendations to the Board.

**Explain the decision-making processes the board will use to develop school policies.**

The board will set up a committee that includes parents, staff, and administrators to determine and develop the needed policies. The committee will present policies to the full board for approval and adoption.

**Portray how the board will involve parents and community members in governing the school.**

Parents will be on the standing committees along with group leaders from the community. This Board will be facilitated by our home/ school parent coordinator.

**Describe the organization's performance-based goals and measurable objectives for the charter school.**

Organizational goals and measurable objectives should describe and measure the effectiveness and viability of the organization. Charlotte Day Academy will adhere to the performance standards and benchmarks set forth by the North Carolina ABC's Accountability Program. As part of the ABC Accountability Program, CDA will administer the End of Grade Tests in reading and mathematics for students in grades 3 thru 5, and additionally, will administer the End of Grade Test in science for students in grade 5. Charlotte Day Academy will use the North Carolina Common Core and Learning as a guide for ensuring that students are receiving the curriculum content required by the state. It is the goal of Charlotte Day Academy's student to perform at a level that is at least 10% improvement over the average performance of students overall.

The performance based goals and measureable objectives for Charlotte Day Academy will coincide with the performance based goals and measurable objectives of the NC Common Core and Learning Essentials.

**Describe how the governing board will ensure that current and future board members avoid conflicts of interest.**

Each board member shall review and sign the board of director's conflict of interest statement on an annual basis. New Board members shall be made aware of the organization's conflict of interest statement during the board application process and will be required to sign the board's statement before or during their first board meeting.

**Disclosure policy and conflict of interest.**

Conflict of interest is stated in CDA By-Laws Article 3 section 12. The Board will abide by the rules and guidelines governing the Conflict of Interest. **See conflict of interest statement below**

CHARLOTTE DAY ACADEMY  
Charlotte, NC

Conflict of Interest Statement for Board Members

No Board Member or Board Committee Member, or any member of his/her family should accept any gifts, entertainment services, loans, or promise of future benefits from any person who either personally or whose employees might benefit or appear to benefit from such board or committee member's connection with Charlotte Day Academy, unless the facts of such benefits, gifts, services, or loans are disclosed in good faith and are authorized by the board. Board and committee members are expected to work out for themselves the most gracious method of declining gifts, entertainments, and benefits that do not meet this standard.

No board or committee members should perform, for any personal gain, services to any Charlotte Day Academy, Inc. supplier of goods or services, as employee consultant or in any other capacity which promises compensation of any kind, unless the fact of such transactions or contracts are disclosed in good faith, and the board or committee authorizes such a transaction. Similar association by a family member or the board or committee member or by any other close relative may be inappropriate.

No board or committee member or any member of his/her family should have any beneficial interest in, or substantial obligation to, any Charlotte Day Academy, supplier of goods or services or any other organization that is engaged in doing business with or serving Charlotte Day Academy, Inc. unless it has been determined by the board, on the basis of full disclosure of facts, that such interest does not give rise to a conflict of interest.

This policy statement is not intended to apply to gifts and/or similar entertainment of nominal value that clearly are in keeping with good business ethics and do not obligate the recipient.

Any matter of question or interpretation that arises relating to this policy should be referred to the board chair for decision and/or for referral to the board of directors for decision, where appropriate.

I have received, read, and understand fully the Conflict of Interest Statement and will comply with the statement by bringing any potential conflict of interest situations to the board for consideration.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

**ADMISSIONS POLICY** (G.S.115C-238.29B(b)(4); G.S. 115C-238.29F(d)(1))

Provide a description of the policies and the procedures for admitting students to the proposed charter school, including specific details of the enrollment lottery plan, statutorily allowed preferences, a plan to develop clear procedures for withdrawals and transfers, as well as subsequent marketing strategies to reach all demographic groups.

**Enrollment Process**

Charlotte Day Academy will not discriminate against any student on the basis of ethnicity, national origin, gender or ability, and the school will not limit admission to students on the basis of intellectual ability, measures of achievement or aptitude, athletic ability, disability, race, creed, gender, religion or ancestry. Charlotte Day Academy parents/guardians must follow requirements for admitting a child to the school. Interested parents must complete and submit an application form (See Appendix), sign the parent/student commitment form as found in handbook.(see appendix) interested parents must attend open house session to learn more about Charlotte Day Academy's philosophy and goals of the school.

Charlotte Day Academy will host an open enrollment beginning in January 2013 and ending January 31, 2013. Interested applicant must submit their application on or before the last day in January. Charlotte Day Academy will give enrollment priority to children of employees of Charlotte Day Academy. A lottery will be held at an open public building. Parents will be encourage to attend the open house meeting. A member of the board will be retained to conduct the lottery to ensure fairness. Names will be randomly drawn from the box they was placed in, and students will be admitted based on the order of selection. The lottery will continued until all names are drawn. Those students who were not accepted will be placed on a waiting list until such time an opening may occur. If openings remain available after the close of open enrollment, students will be accepted on a first come first served basis until there are no further openings.

Once prospective students are accepted into Charlotte Day Academy parents/guardians must complete the following requirements:

- Health assessment with immunization record
- Sign a parent/student/teacher agreement form, this form specifying their commitment to work with their children over the course of the academic year. (See Appendix)

## **V. EDUCATION PLAN**

**NOTE:** *Answer all sections completely, include your answers in this section of the application, do not include as an appendices. Do not use "same as LEA" or "whatever the law says". The State Board of Education shall give priority consideration to the applicants who demonstrate potential for significant, meaningful innovation in education. Give explanations. Lack of proper documentation will jeopardize the application review.*

**INSTRUCTIONAL PROGRAM:** (G.S. 115C-238.29F (d))

Provide a detailed description of the overall instructional program, including the following:

- Educational theory, foundation of the model, and proposed innovative offerings.
- Teaching approach, class structure, curriculum design, courses of study, sample daily schedule, pillars of the school culture, and instructional methodology that align with the school's mission.
- Demonstration that selected goals are clear, specific, measurable, ambitious and attainable.



Entrance and exit requirements as well as graduation requirements (if the school is to be high school).

N/A

- The school calendar (must provide instruction for a minimum of 185 instructional days) (*G.S. 115C-238.29F(d)(1)*) and how it coincides with the tenets of the proposed mission.
- A concise description of any evaluation tool or test, if any, that the proposed charter school will use in addition to any state or federally mandated tests and how this data will be used to drive instruction and improve the curriculum over time for the benefit of students.
- Provide an overview of the professional development needs associated with the mission and proposed instructional program. Be sure this discussion matches with the funding of the budget section.
- An explanation of how the school will provide assistance to students that are not performing at expected levels to ensure the continued progress of student growth. The applicant needs to define their "expected levels" of performance and delineate a plan accordingly.
- Details in how the proposed charter plans to involve parents and community members within the school.

Describe how the school will meet the needs of gifted, at-risk children, English language learners by explaining the proposed school's process for identification and service of these students.

Discuss any proposed extra-curricular activities to be offered by the school and how these offerings match the over-all mission of the school.

## **INSTRUCTIONAL PLAN**

### **Educational Theory and Foundation of the Model**

Charlotte Day School will base its model on the work of Dr. Ernest Boyer as outlined in his book, *The Basic School: A Community for Learning* (1995). Dr. Boyer and his colleagues studied elementary schools across the United States. They realized excellent schools had common characteristics. Although schools varied in demographics, locations, and focus, all shared key components. The components are called the "4C's": curriculum with coherence, climate for learning, commitment to character, and sense of community.

**\*Curriculum with Coherence.** We will provide teachers with planning time to study the Standard Course of Study (Common Core of Learning) and identify curriculum strands for each grade level. Our teachers will work in teams to plan integrated units that will give children a chance to "dig deeper" into content. We do not want to merely cover material; we want students to make connections across disciplines. At the end of each unit of study, parents will be invited to a culminating event to celebrate the new learning. This could be in the form of a play, a gallery crawl, student displays, or a musical performance to showcase aspects of the unit. Rather than studying random or isolated topics in each subject, students will be exposed to "The Eight Commonalities: 1) The Life Cycle, 2) The Use of Symbols, 3) Memberships in Groups, 4) A Sense of Time and Space, 5) Response to the Aesthetic, 6) Connections to Nature, 7) Producing and Consuming, 8) Living with Purpose. Dr. Boyer believed that these Core Commonalities encompasses all areas of knowledge in the human experience. Using this framework as a template for each new unit ensures that students are exposed to all disciplines in a coherent way. Using the commonalities as the basis for planning units of study allows teachers to provide integrated lessons that engage and motivate students.

**\*Climate for Learning.** Walking through the front door of our school should give an immediate sense of purpose. We want to remove any obstacles for students and teachers that may inhibit their learning. We want to provide a warm, safe environment that allows children to explore and think critically. We will communicate our purpose to every person on our staff, and treat each day as if it were precious time to learn. If all adults are committed to setting and maintaining this climate, children will thrive.

**\*Commitment to Character.** We believe that children need more than academics to be educated. We will provide opportunities for children to develop as caring, respectful members of the community. We will accomplish this by performing service projects in our community and establishing intergenerational partnerships with area nursing homes. Allowing children to study history through a lens of character education will also provide examples of what can happen when human beings do not value or respect one another. We expect that our staff will serve as role models of kindness, compassion, perseverance, and responsibility.

**\*Sense of Community.** Our school will not be an isolated place where only students and staff members feel welcome. We believe that parents are the first teachers and should be key players in our school. Tapping into parents' talents will provide a resource bank for children. We expect that parents will offer their skills as teachers, lawyers, nurses, craftsmen etc., to enrich the experiences for our children. Parents and teachers working side by side also promotes open communication and a shared sense of school purpose. Through our service learning we also hope to develop lasting relationships with area merchants, city workers and neighbors.

1. A Basic School is a place where children are celebrated, parents are welcome and teachers are empowered. School leaders embrace this philosophy and work collaboratively with staff, parents and community members. We feel confident that Dr. Boyer's vision is the right model for us. Being cognizant of the 4'Cs will serve as a checks and balance system for us as we build our charter school.
2. Teaching Approach and Curriculum Design and Instructional Methods, Courses of Study, etc. Our desire is to serve children in a high quality educational setting where administrators, teachers, parents and community partners are stakeholders in daily learning. Class size is kept small, the teaching schedule is flexible and student grouping assignments are varied and interchangeable to promote learning. Teachers will use "Best Practices" identified in The National Board for Teaching Standards. The sample daily schedule is evidence of how a typical day would look. (see insert) Opportunities for hands-on, interactive and experiential learning is strongly encouraged through interdisciplinary units taught by teachers whereby students make connections to the real world. Community resources like those provided by Urban League and Goodwill Job Core, will be used to give students authentic experience and internships. A strong foundation in literacy based on Ernest Boyer (1995) The Basic School includes phonics, spelling, written word ( including across the curriculum),and speaking . The aesthetics will be used as a method to increase critical thinking and the seven ways of knowing.

**SCHEDULE  
For  
Elementary Grades K-5th**

7:30 – 8:00	Planning and Preparation
8:05 - 8:30	Character Building Session
8:35- 9:30	Language Arts (Writing, Reading, Spelling)
9:30-10:30	Math
10:35-10:50	Break- Nutrition/Physical Activity
10:50 – 11:35	History & Social Studies
11:40 - 12:10	Lunch
12:15-1:00	Science/Health
1:05 – 2:05	Language Arts
2:10 – 2:40	Physical Fitness
2:00 - 2:30	Daily Wrap-up (Assessment Home work)
2:30 - 3:00	Clean-up and Dismissal

3. Selected Goals Are Clear, Specific, Measurable, Ambitious and Attainable

Students will display competence in specific skills in core subjects of the curriculum, be articulate and well informed. Development of the curriculum and goals/objectives for learning will be guided by the North Carolina Learning Essentials: Common Core and the incentives of STEM ( science, technology engineering, math). Educational Research and National Board Standards for Teaching and Learning. A variety of assessments will be used including North Carolina End of Grade assessment, and the Howard Gardner Multiple Intelligence Test.

4. Entrance requirements

Charlotte Day Academy will allow any student who meets the criteria for admission to any North Carolina Public school as qualified for admission to CDA. To insure fair process of selecting new students, a lottery will be conducted each year based on the application we received along with supporting documentation. Students and parents will be required to sign the parent and student contract certifying that they will uphold and abide by the rules which is found in the enrollment packet which will be given at the beginning of enrollment process. Each incoming student is assessed before the start of school to ensure proper placement.

5. The School Calendar (see insert)

The school calendar will include 185 instructional days and 20 professional development days (G.S. 115C-238.29F(d)(1)).

**Charlotte Day Academy  
2013-2014 Calendar**

Teacher Workdays	August 14, 15 and 16, 2013
First Day of school, First Quarter	August 19, 2013
Parent / teacher /student night	August 22-23, 2013
Labor Day Holiday	September 2, 2013
First Quarter Ends	October 17, 2013
Half teacher workday	October 18, 2013
Parent teacher conferences (workdays)	October 24- 25 2013
Thanksgiving Holidays	November 21, 22, 23, 2013
Second Quarter begins	January 17, 2014
Winter Break	December 23 - January 3, 2014
Martin Luther King Holiday	January 20, 2014
Presidents' Day	February 18, 2014
Teacher Workday	February 17, 2014
Third quarter begins	March 20, 2014
Teacher Workday	March 26, 2014
Parent Conferences (work days)	March 27- 28, 2014
Teacher Workday	April 14, 2014
Spring Break	March 21- 25, 2014
Teacher Workday	May 26, 2014
Fourth Quarter ends	May 30. 2014
Last Day of School	June 7, 2014

6. **A Description of Evaluation Tools used by Charlotte Day other than State Assessments**  
Progress and growth will be measured using a variety of instruments. Teachers will work with curriculum consultants to develop comprehensive assessments. The assessments must be varied to get a complete picture of how a student is performing in each subject as well as physical abilities, and social/emotional adjustment. We are on-going throughout the whole year starting with placement tests, quarterly assessment, mid-year and end of year. Although there will be certain times of year when required standardized assessment is administered (including North Carolina End of Grade Test), teachers will also have a variety of formative assessments built into each unit. Teachers' observations, samples of student work (portfolios), student surveys, exit slips from lessons, quizzes and test will be included. Information will be shared with parents quarterly through conferences and a report card aligned with the state standards and our comprehensive assessment.
7. **Professional Development**  
All stakeholders in students' learning will participate in professional development to support and enhance the program at Charlotte Day through workshops ,study groups and seminars in/webinars surrounding: The Basic School by Ernest Boyer, Maggie's Dream by Dr. James Comer, Dream Builders Inc., STEM and NC Common Core Workshops.
8. **Meeting the Needs of Underachievers and Gifted Students, and Language Learner**  
Charlotte Day Academy will implement Vmath and Voyager Passport Program. Many school districts have embraced this program. This program is a research based intervention that has multifaceted components that will assist student who are at risk for failure as well as students that are classified as English Language Learners. At the beginning of each year each student will be given an assessment to determine his/her level of achievement. Upon completion of the assessment, if the student is identified as an English Language Learner or at risk for failure we will begin the process with the appropriate Vmath and the Voyager Passport intervention program. The same assessment will also determine whether eligibility student to be identified as academically gifted. This program will be used as an intervention and not intended to replace the classroom teacher. Our teachers will be properly trained by a team of professionals from the company to ensure that the skills that are being taught are also the skills the students need to learn. This program tracks the students' progress to determined whether the student level of mastery is obtained. The students progress through student's course of study.
9. **Parent Involvement**  
A Parent Coordinator will be a significant member of the staff bridging the gap between child, home, and school. At the beginning of the school year staff, parents, and students will be required to sign a Parent/School/Teacher Compact ( See insert)

CHARLOTTE DAY ACADEMY PARENT, TEACHER, STUDENT COMPACT

**STAFF PLEDGE**

I agree to carry out the following responsibilities to the best of my ability:

- Provide high quality curriculum and instruction
- Endeavor to motivate my students to learn
- Have high expectations and help every child develop a love of learning
- Communicate regularly with families about student progress through conferences, parent-teacher meetings, progress reports, and other available means.
- Provide reasonable opportunities for parents to volunteer and participate in their child's class, and to observe classroom activities.
- Provide a warm, safe, and caring learning environment.
- Provide meaningful, daily homework assignments to reinforce and extend learning (30 minutes for grades 1-3 and 60 minutes for grades 4-6).
- Participate in professional development opportunities that improve teaching and learning and support the formation of partnerships with families and the community.
- Actively participate in collaborative decision making and consistently work with families and my school colleagues to make CDA an accessible and welcoming place for families which help each student achieve the school's high academic standards.
- Respect the school, students, staff and families.

**STUDENT PLEDGE:**

I agree to carry out the following responsibilities to the best of my ability:

- Come to school ready to learn and work hard.
- Bring necessary materials, completed assignment and homework.
- Know and follow school and class rules.
- Ask for help when I need it.
- Communicate regularly with my parents and teachers about school experiences so that they can help me to be successful in school.
- Limit my TV watching and instead study or read every day after school.
- Respect the school, classmates, staff and families.

**FAMILY/PARENT PLEDGE:**

I agree to carry out the following responsibilities to the best of my ability:

- Provide a quiet time and place for homework and monitor TV viewing
- Read to my child or encourage my child to read every day (20 minutes K-3, and 30 minutes for grades 4-6).
- Communicate with the teacher or the school when I have a concern.
- Ensure that my child attends school every day, gets adequate sleep, regular medical attention and proper nutrition.
- Regularly monitor my child's progress in school.
- Participate in school activities such as school decision making, volunteering and/or attending parent-teacher conferences.
- Communicate the importance of education and learning to my child.
- Respect the school, staff, students, and families.

Student

Teacher

Parent/Guardian

Administration

- 10. Meeting the needs of second language students  
This was addressed in item #8. Meeting the needs of Underachievers/Gifted students/Language Learners
- 11. Extra-curricular Activities  
Extra - curricular activities include chess club, book club, performing arts, physical fitness, sports, include golf, tennis and volleyball

**SPECIAL EDUCATION (G.S.115C-106)**

The charter school must accept special needs children under the federal legislation *Individuals with Disabilities Education Act (IDEA)* (20 U.S.C. 1400 Et seq.) and the state legislation (G.S. 115C-106 Et seq.). The proposed school will abide by the charter school legislation, G.S. 115C-238.29F(g)(5), as stated below:

***A charter school shall not discriminate against any student on the basis of ethnicity, national origin, gender, or disability. Except as otherwise provided by law or the mission of the school as set out in the charter, the school shall not limit admission to students on the basis of intellectual ability, measures of achievement or aptitude, athletic ability, disability, race, creed, gender, national origin, religion, or ancestry.***

Provide a clear and thorough explanation of the procedures the proposed charter will follow to insure compliance of the above laws. As part of this section, the plan should include how you will identify and meet the needs of your projected students (at-risk, gifted/talented, English language learners, and students with disabilities) in a manner that aligns with the overall curriculum, instructional approach, and mission.

Special Education

The Charlotte Day Academy believes that all children can learn. Therefore, Charlotte Day Academy will challenge all students with high expectations to learn, to achieve, and to fulfill his or her potential. With that mission in mind, Charlotte Day Academy will provide a free and appropriate public education to each student with a disability within its jurisdiction, regardless of the nature or severity of the handicap. It is the intent of the school to insure that students who are differently able within the definition of the Individuals With Disabilities Education Act (IDEA), the state legislative G.S. 115C-238.29F(g) and or Section 504 of the Rehabilitation Act of 1973 are identified, evaluated, and provided with appropriate services. Charlotte Day Academy will work with Charlotte-Mecklenburg Schools and the Carolinas Medical Care Health System to identify the special needs of students. All students with disabilities, regardless of the nature of their disabilities, who need special education and related services will be served in the least restrictive environment possible. Exceptional students will be provided with programs implemented in accordance with district, federal, and state policies and procedures. A full continuum of delivery models will be available for exceptional students including physical, occupational, and speech/language therapy. If inclusion is not an appropriate setting for the student, the school will provide a program appropriate to the student's needs within the continuum of placement options.

An Individualized Education Program (IEP) will be developed for every enrolled student requiring or receiving exceptional education services. Charlotte Day Academy will use North Carolina Department of Public Instruction directions and forms. The IEP will be utilized to provide services addressing the individual needs of exceptional students. Those who qualify for exceptional student services will be placed in various programs according to their needs. For students with more severe disabilities, Charlotte Day Academy will offer self-contained classes and related services as deemed necessary.

Charlotte Day Academy will obtain informed parental consent for conducting an evaluation to determine eligibility for exceptional education student needs. We will also obtain consent before providing the services proposed on the IEP. We will insure that parents of a child are members of any group that makes decisions in the educational placement of their child. Following the development of the IEP Charlotte Day Academy will meet with the parents and provide them with a copy of the proposed IEP and parents' handbook of rights.

Charlotte Day Academy will insure that all students will have access to the general curriculum. We will provide specialized materials and equipment as specified in the IEP. Teachers will learn how to utilize scientifically proven interventions to assist their students with learning needs

Exceptional student services and administrative areas will be regularly evaluated. Charlotte Day Academy will develop methods for determining the effectiveness of programs in assisting students to achieve.

**STUDENT CONDUCT AND DISCIPLINE** (G.S.115C-238.29B(b)(12); G.S. 115C-238.29F(d)(4 and 5))

Provide drafts, included in this section, of student handbooks and other policies governing student conduct and discipline. Include policies and procedures governing suspension and expulsion of students. Specifically address these policies with respect to exceptional children. Also describe how a parent could appeal the decision of a school administrator through a grievance process.

See attached handbook in APPENDIX

**TIMELINES**

Please create and describe a detailed start-up plan, identifying major tasks, timelines, and responsible individuals for accomplishing those tasks.

<b>Major Tasks</b>	<b>Timeline</b>	<b>Person Responsible</b>
Hire Staff	Spring 2013 accept applications Summer 2013 Interview Candidates	Director/Assistant Director
Implement Marketing Strategy	Winter/Spring 2013 (January - February)	Board Marketing Committee/Director
Implement Application & Lottery Process	Spring 2013	Director/Chairman of the Board
Obtain acquired training Present Charter Obtain acquired background checks	Winter (January - February 2013)	Board of Directors
Staff Retreat	Summer 2013	Director/Assistant Director
School Open House Conduct sessions in the community and engage in recruitment of students	Summer 2013	CDA Staff



**PRIVATE SCHOOL CONVERSIONS:** *complete ONLY if the proposed charter is a private school conversion. N/A*

- Provide a detailed description of the existing private school's financial status.
- Describe the rationale for converting from a private entity to a public school. Include information regarding how the proposed charter school will be nonsectarian in nature and will be open for all students (not just those currently attending the private school).
- Depict and analyze the current enrollment trends of the school over the past three academic years.
- Document and expound upon evidence that the existing private school is successful in student achievement. Base this explanation upon academic data available through summative assessments.
- Explain the proposed charter school's expected staff turnover due to the statutory requirements for teacher licensure and highly qualified status.

## **VI. BUSINESS PLAN**

**PROJECTED STAFF:**

Provide a list of positions anticipated for the charter school; (e.g., principal or director; support staff; teachers, part-time and full-time; paraprofessionals/teaching assistants, clerical, and maintenance.)

<b>Positions</b>	<b>Full- time/Part-time</b>	<b>Number of Persons</b>
Director/Admin.	FT	1
Assistant Director	FT	1
Administrative Assistant	FT	1
Teachers	FT	18
Assistant Teachers	FT	6
Financial Secretary	PT	1
Special Teachers	FT/PT	1.5
EC Teacher	FT	1
Counselor	PT	1
Custodian	FT	1
Technology/Media Coordinator	FT	1

Discuss how the school will develop, mentor, retain, and evaluate staff in a format that matches the school's mission and educational program. Please include a timeline, steps to be taken, and a lead contact.

The Charlotte Day Academy, Inc. will advertise in the local and surrounding counties all staff positions to be filled. Job openings will also be posted on the North Carolina Employment Security Commission's website, on Teacher-Teacher .com, and college and university placement services. Interested parties will fill out an employment application. Secure highly qualified candidates for each position will meet with the interview committee established by the Board. Charlotte Day Academy will contract with a mentor trainer to work with new hires throughout the school year. Charlotte Day Academy will be an equal opportunity employer. CDA's responsibilities will include recruiting, selection, training, and other employment

decisions on the basis of individual merit and without discrimination because of race, religion, color, creed, disability, sex, age, or national origin in accordance with applicable state and federal laws.

Charlotte Day Academy will develop an instrument to evaluate teacher effectiveness. This instrument determines the strength and weakness and recommendations for CDA's teachers, staff members and administrators. This instrument will be used to determine whether or not contract(s) will be continued for the next school year. Once Charlotte Day has been granted the charter CDA will begin work on hiring all staff members in Spring of 2013.

The lead contact is the Executive Director of the school, Evelyn Mack, has had over twelve years experience evaluating the effectiveness of teachers, staff and administrators and making executive decisions for our predecessor school Evelyn Mack Academy.

Also include the following information for the proposed charter school:

- **Process to advertise for and employ members of the school**

The Charlotte Day Academy, Inc. will advertise in the local and surrounding counties, all staff positions to be filled. Job openings will also be posted on the North Carolina Employment Security Commission's website. Job postings on Teacher-Teacher .com and college and university placement services. Interested parties will fill out an employment application. Secure highly qualified candidates for each position will meet with the interview committee established by the Board. Charlotte Day Academy will contract with a mentor trainer to work with new hires throughout the school year. Charlotte Day Academy will be an equal opportunity employer. CDA's responsibility will include recruiting, selection, training, and other employment decisions on the basis of individual merit and without discrimination because of race, religion, color, creed, disability, sex, age, or national origin in accordance with applicable state and federal laws. CDA will establish an effective recruitment program to attract, secure, and maintain the highest qualified persons for all positions .

- **Procedures for grievance and/or termination**

Included in this handbook grievance and termination procedures

- **Sample employment policies to be implemented by the proposed charter school**

Handbook governing standards of conduct, grounds for termination and procedures has been developed that covers the following:

**Employee conduct**, dress code absenteeism and tardiness guidelines for conduct/discipline, confidentiality of information, school searches, electronic and telegraphic communications, email.

**Employment Policies:**

Equal Employment Opportunity Employer, harassment policy, personnel health examination, personnel records, individuals with disabilities

Compensation policies, wage payment form, classification of employment, regular pay procedure, performance reviews.

**Grievance and Arbitration Procedures**

**Time off Benefits**

Personal leave of absence, military leave, bereavement leave, jury and witness duty leave, vacations, personal sick leave, holidays leave for pregnancy-related disabilities and/or maternity purpose

- **Description, if the proposed charter school partners with an EMO, of the relationship that will exist between the charter school employees and the management company. NA**

**QUALIFICATIONS REQUIRED FOR INDIVIDUAL POSITIONS:** (G.S.115C-238.29F(e))

List the qualifications and appropriate licenses that each position must have to perform the job function(s). Describe the plan to meet the licensure requirements for teachers and paraprofessionals as prescribed by state law and No Child Left Behind. If individuals have already been identified for specific positions, please provide their qualifications and/or resumes in the appendices.

All staff members must have the following:

- Pre-employment medical exam
- W-4
- Personal Application
- Negative TB test required annually
- Criminal history check report
- All teachers must have CPR and First Aid training 20 clock hours per year as required by the State of North Carolina.

Charlotte Day Academy will ensure that each staff member adheres to the requirements as listed above and as prescribed in G.S. 115C-238.29(e). Charlotte Day Academy will require that at least 75% of teachers in grades k-5th hold teacher certificates.

Administrator - Evelyn Mack will serve as the Executive Director. She has an undergraduate degree in Business Education and a graduate degree in Education Administration. Her work experience includes that of classroom teacher, staff development trainer for teachers and staff, phonics consultant, worked extensively at several different community colleges performing duties as an instructor and program evaluator, worked extensively for two years as a law enforcement officer and instructor, Board Member of Charlotte Black Film Festival, over 12 years' experience as Headmaster/Principal/Director of Evelyn Mack Academy, and Co-Chair for United Negro College Fund. She has performed self study on school improvement plans for Evelyn Mack Academy and received accreditation from the National Independent Private School Association for the next 6 years which ends in December 2018.  
(Resume enclosed.)

Assistant Administrator -The Assistant Director must hold a four year degree in education and must have at least 5 years' experience in instructional leadership, curriculum and development. Angela Taylor has been hired for this position. She holds a Masters degree in curriculum development and a Bachelors in elementary and middle grades.

Administrative Assistant -Clerical activities will include bookkeeping, managing the phone, receptionist duties, greeting the public, and other general office and other administrative support with previous and related work experience.

Teachers- Must have a four degree and teaching license from accredited college or university. Any non-licensed teachers may be accepted as long as they meet highly qualified standards. EC teacher needs to have NC licensure, ESL teacher needs to have NC licensure.

Technology/Media Coordinator- Must have experience in technology and knowledge related to media resources.

Teacher Assistants- Must have prior teaching assistant experience and/or education course work; no specific license or certificate is required for this position, but commitment, dedication and love for children is a must.

Custodian- Must have previous related work experience in building maintenance and janitorial; no specific license or certificate is required.

Financial Secretary - Must hold a four year degree in accounting and finance and must have clerical work related experience.

Counselor- Must have four year degree in the field of study and work related experience.

**ENROLLMENT and BUSINESS PLAN (GS 115C.238.29F(g)(1-7))**

Provide a plan indicating how the school will reasonably reflect the demographic composition of the district in which the charter school will be located or of the special population the school seeks to serve: (G.S.115C-238.29F(g)(5)).

The proposed school will abide by the charter school legislation, G.S. 115C-238.29F(g)(5) below. "A Charter school shall not discriminate against any student on the basis of ethnicity , national origin, gender or disability. Except as otherwise provided by law or the mission of the schools set out in the charter, the school shall not limit admission to students on the basis of intellectual ability, measures of achievement or aptitude, athletic ability, disability, race, creed, gender, national origin, religion, or ancestry."

Charlotte Day Academy seeks to reflect the demographic composition of the Charlotte Mecklenburg LEA district by using the media, such as radio and television, internet, flyers and town meetings such as open houses, magazines and newspapers. Marketing materials will be distributed and displayed around the Charlotte-Mecklenburg area to inform and solicit parents and children in our community to apply for enrollment into Charlotte Day Academy. All students may apply regardless of their ethnicity, gender, national origin, or disability.

Marketing to potential students and parents is vital to the survival of a charter school. Reaching the full capacity for enrollment will be critical to obtain the necessary financial resources to keep your school viable and operating efficiently. In addition, it is required by law that charter schools provide equal access to all students. Read the charter school State Statute regarding admissions GS 115C.238.29F(g) (1-7) carefully. Describe how the board will market the school to all populations (including various community ethnic groups, teachers and other employees, and the general public) to ensure that the school fully complies with the State Statute to mirror the diversity of the local education agency.

Charlotte Day Academy will distribute information in the Charlotte Mecklenburg Recreation Centers, Churches, YMCA, Girls and Boys Club, and civic organizations. To ensure that we meet a diverse population both ethnically and economically we will disseminate information in the form of pamphlets, flyers and portfolios. We will also have a website announcing our impending program. In addition, Charlotte Day Academy will be showcased on the Beatrice Thompson radio talk show station VI01 9 and Hispanic radio. CDA will use Employment Security Commission, and the Charlotte Observer Classified Advertising to announce equal employment opportunities.

**The numbers in the following tables are projections, or estimates, and do not bind the State to fund the school at any particular level.**

*For the first two years the State will fund the school up to the maximum projected enrollment for each of those years approved in the projected enrollment tables. However, in subsequent years, the school may increase its enrollment only as permitted by G.S. 115C-238.29D(d), that is, an increase of 20% per year based on the previous year's enrollment. Any increase above 20% must be approved by the State Board of Education in accordance with G.S. 115C-238D(d).*

In the following tables, please list for each year and grade level, the numbers of students that the school reasonably expects to enroll. In addition, please indicate any plans to increase the grade levels offered by the school over time and be sure these figures match those on the initial cover page. In describing your budgetary assumptions, explain the analysis utilized to project these specific enrollment figures. If your budget projections are lower than anticipated, how will the school adjust this budget and what is the determined break-even point for student enrollment?

Also, in narrative format, explain how your spending priorities align with the school's mission, curricular offerings, transportation plans, and professional development needs. Be able to depict in chart format and discuss in a narrative how the school will maintain a small, contingency reserve and operate using sound fiscal practices. As you construct the budget, include any and all documentation about cash on hand, bonds, real estate, or grants as part of this application package.

The break even analysis was completed by categorizing costs as fixed, variable or mixed. Mixed costs were set at the amount required to serve the minimum number of students. The gross margin was calculated by summing all variable costs, dividing by the total revenue and then subtracting from 1. Multiplying this amount by the revenue generated per student (state funding + local funding + EC funding (8%)) provides the gross margin per student.

The mission of the school is Charlotte Day Academy believes that every student will succeed in ways that reflect his or her own aptitudes and interests if given the chance. Our mission is to develop lifelong learners with problem solving skills, using the principles of the "The Basic School" to provide an optimum environment for learning in which:

1. Teachers, parents, and the community work together to create an inclusive community of learning.
2. Students are intrinsically motivated through hands on teaching, integrated curriculum, and problem-based learning through:
  - Real life learning with meaningful community connections, where everyone comes together to promote learning.
  - Teachers empowering and encouraging teaching the needs of each individual student.
  - Small group settings paramount to achieving this mission and serving to enhance the various aspects of the child's learning process.
  - Addressing individual learning styles of students.
  - Connecting classrooms by a sense of purpose, in a climate that is communicative, just, disciplined, and caring with celebration of learning.
  - Facilitating greater parental involvement in child's education; providing a Home/School Parent Coordinator specifically designated to lead the home school partnership between parents teachers students and learning community.
  - Enhancing student academic achievement with every child performing at grade level in all academic subjects at the end of each school year.

The materials and equipment will primarily be used to purchase books, computers and instructional equipment that bridges technology and hands on applications. The teacher training will emphasize the core tenants of the basic school, encouraging teachers to reach out to parents and the community while working with students.

**PROJECTED ENROLLMENT  
2013-14 through 2017-2018**

IDENTIFY LEA FROM WHICH  
STUDENTS WILL PROBABLY COME

List LEA #1 – Charlotte-Mecklenburg Schools

List LEA #2 – \_\_\_\_\_

List LEA #3 – \_\_\_\_\_

GRADES	2013-2014			2014-2015			2015-2016			2016-2017			2017-2018			
	LEA 1	LEA 2	LEA 3	LEA 1	LEA 2	LEA 3	LEA 1	LEA 2	LEA 3	LEA 1	LEA 2	LEA 3	LEA 1	LEA 2	LEA 3	
Kindergarten	K	60	—	—	60	—	—	60	—	—	60	—	—	72	—	—
First	1	48	—	—	48	—	—	48	—	—	48	—	—	57	—	—
Second	2	48	—	—	48	—	—	48	—	—	48	—	—	57	—	—
Third	3	48	—	—	48	—	—	48	—	—	48	—	—	57	—	—
Fourth	4	60	—	—	60	—	—	60	—	—	60	—	—	72	—	—
Fifth	5	60	—	—	60	—	—	60	—	—	60	—	—	72	—	—
Sixth	6	—	—	—	60	—	—	60	—	—	60	—	—	72	—	—

PROJECTED ENROLLMENT 2013-14 through 2017-2018 (continued)

	2013-2014			2014-2015			2015-2016			2016-2017			2017-2018		
	LEA 1	LEA 2	LEA 3	LEA 1	LEA 2	LEA 3	LEA 1	LEA 2	LEA 3	LEA 1	LEA 2	LEA 3	LEA 1	LEA 2	LEA 3
Seventh	—	—	—	—	—	—	60	—	—	60	—	—	72	—	—
Eighth	—	—	—	—	—	—	—	—	—	60	—	—	72	—	—
Ninth	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Tenth	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Eleventh	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Twelfth	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
LEA Totals	324	—	—	384	—	—	444	—	—	504	—	—	—	—	—
Overall Total Enrollment	324			384			444			504			603		

**Budget: Revenue Projections 2013-14 through 2017-2018**

<b>INCOME: REVENUE PROJECTIONS</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
--State ADM Funds	<u>\$1,412,851</u>	<u>\$1,674,489.60</u>	<u>\$1,936,128.60</u>	<u>\$2,197,767.60</u>	<u>\$2,633,832.60</u>
--State EC Funds	<u>\$94,875</u>	<u>\$113,119.62</u>	<u>\$131,364.72</u>	<u>\$149,609.82</u>	<u>\$178,801.98</u>
--Local Per Pupil Funds	<u>\$807,926</u>	<u>\$957,542.40</u>	<u>\$1,107,158.40</u>	<u>\$1,256,774.40</u>	<u>\$1,506,134.40</u>
--Federal Funds	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
--Grants*	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
--Foundations*	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
--Private Funds*	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
<b>TOTAL INCOME</b>	<u>\$2,315,652</u>	<u>\$2,745,151.62</u>	<u>\$3,174,651.72</u>	<u>\$3,604,151.82</u>	<u>\$4,318,768.98</u>
<p>*If you are depending on these sources of funding to balance your operating budget, please provide documentation, such as signed statements from donors, foundations, etc., on the availability of these funds.</p>					



**Budget (continued): Revenue Projections 2013-14 through 2017-2018**

SHOW CALCULATIONS  
FOR FIGURING STATE  
AND LOCAL DOLLARS  
FOR THE PROPOSED  
CHARTER SCHOOL

See <http://www.ncpublicschools.org/fbs/stats/index.html>

(OR Click on: Agency Website: Division of Financial Services, Reports and Statistics, Statistical Data

The formula for figuring these allotments can be found in the Resource Guide.

Charter school located in MECKLENBURG County:

2013-2014 School Year

\$ 4,360.65 x 324 = \$ 1,412,851 State Operating Income  
 \$ 3,649.02 x 26 = \$ 94,875 State EC Funding (Estimated EC children at 8% of enrollment)  
 \$ 2,493.60 x 324 = \$ 807,926 Local Operating Income  
**\$ 2,315,652 Total Operating Income**

2014-2015 School Year

\$ 4,360.65 x 384 = \$1,574,489.60 State Operating Income  
 \$ 3,649.02 x 31 = \$113,119.62 State EC Funding (Estimated EC children at 8% of enrollment)  
 \$ 2,493.60 x 384 = \$957,542.40 Local Operating Income  
**\$ 2,745,151 Total Operating Income**

2015-2016 School Year

\$ 4,360.65 x 444 = \$ 1,936,128 State Operating Income  
 \$ 3,649.02 x 36 = \$ 131,364 State EC Funding (Estimated EC children at 8% of enrollment)  
 \$ 2,493.60 x 444 = \$ 1,107,158 Local Operating Income  
**\$ 3,174,651 Total Operating Income**

2016-2017 School Year

\$ 4,360.65 x 504 = \$ 2,197,767 State Operating Income  
 \$ 3,649.02 x 41 = \$ 149,609 State EC Funding (Estimated EC children at 8% of enrollment)  
 \$ 2,493.60 x 504 = \$ 1,256,774 Local Operating Income  
**\$ 3,604,150 Total Operating Income**

2017-2018 School Year

\$ 4,360.65 x 604 = \$ 2,633,832 State Operating Income  
 \$ 3,649.02 x 49 = \$ 178,801 State EC Funding (Estimated EC children at 8% of enrollment)  
 \$ 2,493.60 x 604 = \$ 1,506,134 Local Operating Income  
**\$ 4,318,767 Total Operating Income**

## Budget (continued): Expenditure Projections 2013-14 through 2017-2018

MAY BE AMENDED AS THE NEEDS OF THE SCHOOL DICTATES.

BUDGET EXPENDITURE PROJECTIONS	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
<b>PERSONNEL</b>					
Total # of staff and Projected Costs	#30 \$1,225,000	#35 \$1,348,000	#40 \$1,471,000	#45 \$1,679,000	#50 \$1,902,000
--Administrator(s)	# 2 \$168,000	#2 \$171,000	#2 \$203,280	#2 \$223,000	#2 \$246,000
--Clerical	# 1 \$20,000	# 1 \$20,000	#1 \$20,000	#1 \$20,000	#1 \$20,000
--Teachers	# 20 \$1,012,000	#24 \$1,312,000	#30 \$1,512,000	#36 \$1,724,000	#40 \$2,024,000
--Tech Coordinator	# 1 \$30,000	#1 \$30,000	#1 \$30,000	#1 \$30,000	#1 \$30,000
--Guidance	# 1 \$25,000	#1 \$25,000	#1 \$25,000	#1 \$25,000	#1 \$25,000
--Teacher Assistants	# 3 \$80,000	# 4 \$80,000	#5 \$100,000	#6 \$120,000	# 7 \$140,000
--Custodian	# 1 \$25,000	#1 \$25,000	#1 \$25,000	#1 \$25,000	#1 \$25,000
--Financial Sec.	# 1 \$25,000	# 1 \$25,000	#1 \$25,000	# 1 \$25,000	# 1 \$25,000
--Food Service					
--Bus Driver					
--Other					
--Health Insurance	\$153,000	\$168,300.00	\$188,700.00	\$214,200.00	\$244,800.00
--FICA	\$93,713	\$103,122.00	\$112,531.50	\$128,443.50	\$145,503.00
--State Unemployment	\$10,479	\$12,180.00	\$13,881.00	\$16,751.00	\$19,012.00
EMPLOYEE BENEFITS	\$85,085	\$97,659.24	\$107,147.46	\$122,266.90	\$139,469.12
--Retirement	\$25,000	\$30,000.00	\$36,000.00	\$43,200.0041	\$51,840.0
STAFF DEVELOPMENT	\$85,000	\$85,000	\$85,000.00	\$85,000.0	\$85,000.0
MATERIALS AND SUPPLIES	25,000	\$30,000.00	\$36,000.00	\$43,200.00	\$51,840.00
OFFICE SUPPLIES	100,000	\$120,000.00	\$144,000.00	\$172,800.00	\$207,360.00
INSTRUCTIONAL EQUIPMENT	20,000	\$24,000.00	\$28,800.00	\$34,560.00	\$41,472.00
OFFICE EQUIPMENT					

**Budget (continued): Expenditure Projections 2013-14 through 2017-2018**

<b>BUDGET EXPENDITURE PROJECTIONS</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
TESTING MATERIALS	\$25,000	\$30,000	\$36,000.00	\$43,200.0	\$54,000.0
INSURANCE	\$25,000	\$30,000	\$36,000.00	\$43,200.0	\$54,000.0
UTILITIES	\$25,000	\$30,000	\$36,000.00	\$43,200.0	\$54,000.00
RENT	\$150,000	\$180,000	\$216,000.0	\$259,200.0	\$324,000.0
MAINTENANCE & REPAIR	\$50,000	\$60,000	\$72,000.00	\$86,400.00	\$108,000.00
TRANSPORTATION					
MARKETING	\$5,000	\$6,000	\$7,200.0	\$7,200.0	\$7,500.0
FOOD/CAFETERIA SUPPLIES	\$10,000	\$12,000	\$14,400.0	\$17,280.0	\$21,600.0
PROFESSIONAL DEVELOPMENT	\$15,000	\$18,000	\$21,600.0	\$25,920.0	\$32,400.00
<b>TOTALS</b>	<b>\$2,127,277</b>	<b>\$2,384,261.24</b>	<b>\$2,662,259.96</b>	<b>\$3,065,021.40</b>	<b>\$3,543,796.12</b>

**BUDGET NARRATIVE:** Please include additional information that showcases all assumptions for your budgetary calculations. For instance, you may start the first year with 10 teachers but plan to add 2 teachers each year. The increase may be seen in the budget; however, the specific assumptions are missing beyond the projected first year. Use this space to explain, in depth, your budget calculations for years 2 through 5.

**Revenue Budget:**

CDA's budget is built around the expected enrollment level. The school strives to maintain a 12:1 student to teacher ratio in grades K-3 and a 15:1 ratio in higher grades. Each grade level will consist of three teachers and one teacher assistant, with the exception of Kindergarten which will have four teachers and one assistant. This results with an initial year enrollment of 324 children (4 teachers/assistants \* 3 grade levels \* 12 students per teacher + 4 teachers/assistants \* 2 grade levels \* 15 students per teacher + 4 teachers/assistants \* 1 grade level \* 12 students per teacher). The school expects that 8% of its students will be EC, with a total of 26 EC students. The school receives \$4360.65 per student from the State government, \$3,649.02 per EC student from the State government, and \$2493.60 per student from the Local government.

**Expense Budget:**

The costs for Health Insurance, FICA, State Unemployment, and Retirement were calculated based on the number of full-time employees. The initial costs for other expenses such as Testing Materials, Instructional Equipment, etc. were based on historical data from the predecessor school Evelyn Mack Academy, as well as analyzing the costs involved in each category. The increases in the costs for each year were based on the student enrollment as the cost driver. So each year, a 20% increase in spending is in the budget to account for enrollment less than 20%. In the final year, the budget is increased 25%. The extra percentage is to hedge for any adjustment in inflation in the coming years. The Materials and Supplies costs remain constant because we expect to reuse them from year to year and will require a smaller budget for the materials and supplies.

**WORKING CAPITAL and/or ASSETS ON DATE OF APPLICATION**

Cash on Hand	\$ <u>500</u>
Certificates of Deposit	\$ _____
Bonds	\$ _____
Real Estate	\$ _____
Capital Equipment	\$ _____
Motor Vehicles	\$ _____
Other Assets	\$ _____
<b>TOTAL</b>	<b>\$<u>500</u></b>

ADDITIONAL NOTES:

**SCHOOL AUDITS:**

**PROGRAM AUDITS: GS 115C-238.29B(b)(6)**

Describe the procedure and method for evaluating the overall effectiveness of the proposed charter school program as related to the mission of the school.

**FINANCIAL AUDITS: GS 115C-238.29F(f)(1)**

Describe the procedure and method for conducting an independent financial audit for the proposed charter school. Give the name of the firm approved by the NC Local Government Commission (GCC) that will conduct the audit. Include the complete mailing address, telephone number and fax number.

The school shall comply with the financial audits, the audit procedures and the audit requirements adopted by the State Board of Education for Charter Schools. We currently expect to retain the firm Potter & Company to conduct an annual audit (subject to final Board approval).

Contact Information for Potter & Company is as follows:

Potter & Company  
434 Copperfield Boulevard, Suite A  
Concord, NC 28025  
Telephone: (704) 786-8189  
Fax: (704) 786-4447

**CIVIL LIABILITY AND INSURANCE** (GS 115C-238.29F(c))

State the proposed coverage for:

Comprehensive General Liability

Officers and Directors/Errors and Omissions

Property Insurance

Motor Vehicle Liability

Bonding

Minimum amount:

Maximum amount:

Other

***If you, as an applicant, have already received quote from an insurance organization, please provide a copy within the appendices.***

Charlotte Day Academy has not secured the facility; however, we are working with Langtree Real Estate Company and we are in contact with Tapco Insurance Company to provide quotes.

*See Resource Manual for Minimums allowed by SBE Policy.*

**TRANSPORTATION** (G.S. 115C-238.29F(h))

Describe in detail the transportation plan that will ensure that no child is denied access to the school due to lack of transportation.

Charlotte Day Academy will not provide transportation; parents are responsibility for securing transportation for their children, such as personal travel or car pool. The facilities that CDA is investigating are located in central Charlotte within minutes of downtown Charlotte with easy access to major thoroughfares (that is Monroe Road and Independence Blvd.), Charlotte Transit Mall and numerous bus routes.

**FACILITY** (GS 115C-238.29D(c))

Describe the facility in which the school will be located. Include information on how the site is appropriate to your instructional program. Note that the SBE may approve a charter school prior to the school's obtaining a facility; however, students may not attend school and no funds will be

allocated until the school has obtained a facility and has provided a valid Certificate of Occupancy for Educational use to The Office of Charter Schools.

We have not secured a facility for Charlotte Day Academy at this time, however, CDA is working with a real estate agent to secure a building.

Name of the facility (if known): \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Description of the Facility:

Total square feet: \_\_\_\_\_  
Number of Classrooms: \_\_\_\_\_  
Number of Restrooms: \_\_\_\_\_  
Other Rooms: \_\_\_\_\_  
    Auditorium: \_\_\_\_\_  
    Gymnasium: \_\_\_\_\_  
    Music Room: \_\_\_\_\_  
    Art Room: \_\_\_\_\_  
    Laboratory: \_\_\_\_\_

Ownership:  Fee Simple or  Lease

If the facility is to be leased, provide the following information:

- (a) Term of the Lease: \_\_\_\_\_
- (b) Type of Lease: \_\_\_\_\_
- (c) Rent: \$ \_\_\_\_\_ per month

Name of Landlord: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Document inspections for the following:

- (a) Fire: \_\_\_\_\_
- (b) Safety: \_\_\_\_\_
- (c) Handicapped accessibility? \_\_\_\_\_

- Describe how the maintenance will be provided for the facility.

Indoor and outdoor maintenance will be provided by independent contractors.



- Describe the method of finding a facility if one is not readily available at this time including information about the spatial needs of the school to best suit your adopted educational program and instructional methodologies. Does the applicant have a facility contingency plan should their initial efforts not be successful?

Charlotte Day Academy does not have a facility at this time, however, we are working with a Realty Estate Agent who is helping Charlotte Day Academy investigate the availability of some of the big box businesses (i.e. K-Mart, and Wal-Mart) that have been recently closed. We are also investigating the Charlotte Mecklenburg Schools that are closed and no longer in use.

### **HEALTH AND SAFETY REQUIREMENTS (G.S. 115C-238.29F(a))**

Describe how the school plans to adhere to the requirements of the health and safety laws and regulations of the federal and state governments. Address how the proposed charter school will meet the following requirements:

#### **Safety**

The safety of students, staff, parents and guest are of utmost importance to Charlotte Day Academy. The following safety standards shall be implemented:

- Charlotte Day Academy shall be in compliance with the safety rules and regulations of the North Carolina Department of Labor, which administers the Occupational and Health Act of 1970 (OSHA) as amended.
- Charlotte Day Academy employees shall comply with all Charlotte Mecklenburg Public health and safety policies regulation and procedures, and all applicable federal and state safety and health laws, regulations and agency orders.
- Charlotte Day Academy will comply with all policies set forth for Local and State School Plans under GS 115C-105.47.
- CDA shall operate as a tobacco-free location as prescribed in GS 115C-407.
- CDA shall comply with regulations regarding school violence prevention as given in GS 115C-407.15 through 407. 18.

#### **Immunization of Students G.S 115C-238.29F**

Charlotte Day Academy will require that all students be immunized prior to the beginning of school. To verify appropriate immunizations, parents will be asked to provide records of completed immunizations at the time of enrollment. CDA will outline all required immunizations and provide local health department resources as needed or requested. Religious exemptions will be honored.

#### **Fire and Safety Regulations**

Charlotte Day Academy shall comply with regulations set forth under GS 115C-525. In addition, school administration shall facilitate periodic fire drills as part of our school safety plan.

#### **Food Inspections**

Charlotte Day will not serve lunch cafeteria style,; however, students will be asked to bring their own lunch boxes or participate in a hot lunch program that will be provided by a feeding program. All lunches will be kept at a temperature that is allowed by health and safety requirements.

#### **Hazardous Chemicals**

All chemicals that are necessary on the property such as cleaning supplies will be kept under lock in storage room away from children. All chemicals will be labeled, and handled with care by our leaning crew.

**Blood borne Pathogens**

All staff members will participate in training that deals with blood borne pathogens so that they will be well informed as to appropriate safety procedures regarding blood borne pathogens.

**Diabetes care plans G.S. 115C - 12(31) G.S. 115C- 375.3.**

Upon learning of a student with diabetes an individual plan shall be written involving the parent/guardian, the student's health care provider, the classroom teacher, student if appropriate, school nurse and other appropriate school personnel. The Board shall make available necessary information and staff development, to teachers and school personnel in order to appropriate support and assist student with diabetes in accordance with his/her individual care plan.

**Providing students in grades 9-12 with information on how a parent may lawfully abandon a newborn:** Not Applicable

**Providing parents and guardians with information about:**

**Meningococcal meningitis and influenza and their vaccines at the beginning of each year**

Charlotte Day Academy will provide parents and guardians with information on meningococcal and influenza and its vaccines in accordance with G.S. 115C-238.29F (a). This information will be provided at the beginning of each school year and shall include the causes, symptoms and how meningococcal meningitis and influenza are spread and the places where parents and guardians may obtain additional information and vaccinations for their children.

**Cervical cancer, cervical dysplasia, human papillomavirus, and the vaccines available to prevent diseases:** Not Applicable to grade level

**VII. LEA IMPACT STATEMENT**

Pursuant to G.S. 115C-238.29B(d), the charter school applicant must submit a copy of the application to the LEA in which the school will locate within seven days of the submission of the application to the Office of Charter Schools. Applicants are encouraged to submit their application to the LEA first so that proof of submission can be included in the complete application packet. The LEA may then submit information or comment directly to the Office of Charter Schools for consideration by the State Board of Education.

Please attach to this application a return receipt, or other documentation, verifying the applicant's timely submission of a copy of this application to the LEA.

The Local Board of Education (LEA), upon receipt of the application, may, upon the board's discretion, submit an Impact Statement to the Office of Charter Schools that will be used in the application review process. The LEA is responsible for completing the Impact Statement and mailing it to the Office of Charter Schools by April 20, 2012.

The signature of the local superintendent and/or the local board chair is required as a part of the impact statement. [The proposed charter school does not need to initiate the Impact Statement]  
If the application is submitted to the university or local school district, then a copy must be mailed to the Office of Charter Schools by 5:00 p.m. May 11, 2012.

Submit Impact Statement to:  
North Carolina Department of Public Instruction  
Office of Charter Schools  
301 N. Wilmington Street  
Raleigh, NC 27601-2825  
919-807-3491  
919-807-3496 (fax)

## **VIII. APPENDICES (OPTIONAL)**

You may include numbered and indexed appendices to provide additional information that you believe will assist the State Board of Education in the consideration of your application.

### **Schedule of Appendices**

- Appendix A Charlotte Day Academy Application for Admission
- Appendix B Articles of Incorporation
- Appendix C Tax Exempt Status
- Appendix D Parent Community Survey
- Appendix E Student Handbook
- Appendix F Bylaws
- Appendix G Hired Staff Resumes/Qualifications

APPENDIX A

# Charlotte Day Academy

6850 Monroe Road  
Charlotte, NC 28212

Phone: (704) 535-8304 Fax: (704) 573-2352  
"Success Through Education"

## APPLICATION FOR ADMISSION

For the \_\_\_\_\_ grade in \_\_\_\_\_  
(month/year plan to enter)

### APPLICANT

Full name \_\_\_\_\_ (\_\_\_\_\_) Male Female

Permanent address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone number: \_\_\_\_\_ Date of birth: \_\_\_\_\_

Citizen of: \_\_\_\_\_ Place of birth: \_\_\_\_\_

Social Security Number: \_\_\_\_\_

### SCHOOL

Present school: \_\_\_\_\_ Present grade: \_\_\_\_\_ Completed grades: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Name of principal or headmaster: \_\_\_\_\_

Previous schools applicant has attended (included grades completed) : \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### PARENT(S) or GUARDIAN

Student live with: \_\_\_ Father \_\_\_ Mother \_\_\_ Stepfather \_\_\_ Stepmother \_\_\_ Other (please specify)

Check any that apply: \_\_\_ Father is deceased \_\_\_ Mother is deceased

\_\_\_ Parents are separated \_\_\_ Parents are divorced

Name and address of parent(s) or guardian to whom school  
Correspondence should be sent: \_\_\_\_\_

\_\_\_\_\_ zip code \_\_\_\_\_ zip code \_\_\_\_\_

Charlotte Day Academy

Father's information: \_\_\_\_\_  
Father name Last Name

Home address: \_\_\_\_\_ Phone: \_\_\_\_\_  
\_\_\_\_\_ Zip \_\_\_\_\_

Company: \_\_\_\_\_ Occupation title \_\_\_\_\_  
Company Address \_\_\_\_\_ Phone \_\_\_\_\_  
\_\_\_\_\_ Zip \_\_\_\_\_

Mother's information: \_\_\_\_\_  
First Name Last Name  
Home Address \_\_\_\_\_ Phone \_\_\_\_\_  
\_\_\_\_\_ Zip \_\_\_\_\_

Company Address: \_\_\_\_\_ Phone \_\_\_\_\_  
\_\_\_\_\_ Zip \_\_\_\_\_

Names, ages, and present schools of brother and sisters \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How did you hear about Charlotte Day Academy?

Date: \_\_\_\_\_ Signature of Parent or Guardian \_\_\_\_\_

Charlotte Day Academy  
6850 Monroe Road  
Charlotte, NC 28212  
704/535-8304

APPENDIX B

C200701900203

SOSID: 894832  
Date Filed: 1/26/2007 11:11:00 AM  
Elaine F. Marshall  
North Carolina Secretary of State  
C200701900203

State of North Carolina  
Department of the Secretary of State

ARTICLES OF INCORPORATION  
NONPROFIT CORPORATION

Pursuant to §55A-2-02 of the General Statutes of North Carolina, the undersigned corporation does hereby submit these Articles of Incorporation for the purpose of forming a nonprofit corporation.

1. The name of the corporation is: CHARLOTTE DAY ACADEMY "INC"
2.  (Check only if applicable.) The corporation is a charitable or religious corporation as defined in NCGS §55A-1-40(4).
3. The street address and county of the initial registered office of the corporation is:  
 Number and Street 1324 BEATTIESFORD ROAD  
 City, State, Zip Code CHARLOTTE, NORTH CAROLINA 28216 County MECKLENBURG
4. The mailing address *if different from the street address* of the initial registered office is:  
SAME
5. The name of the initial registered agent is:  
EVELYN MACK
6. The name and address of each incorporator is as follows: (President) Evelyn Mack, 5616 Barnsdale Lane, Charlotte, NC 28227. (Vice-President) Fran Witherspoon, P.O.Box 16757, Charlotte NC 28216. (Treasurer) Griffin Mack, 5616 Barnsdale Lane, Charlotte NC 28227. (Secretary) Linda Howard, 7126 Covercreek Drive, Charlotte, NC 28227
7. (Check either a or b below.)  
 a.  The corporation will have members.  
 b.  The corporation will not have members.
8. Attached are provisions regarding the distribution of the corporation's assets upon its dissolution.
9. Any other provisions which the corporation elects to include are attached.
10. The street address and county of the principal office of the corporation is:  
 Number and Street 1324 BEATTIESFORD ROAD  
 City, State, Zip Code CHARLOTTE, NORTH CAROLINA 28216 County MECKLENBURG
11. The mailing address *if different from the street address* of the principal office is:  
5616 BARNSDALE LANE, CHARLOTTE, NORTH CAROLINA 28227

Revised January 2000

Form N-01

CORPORATIONS DIVISION

P. O. BOX 29622

RALEIGH, NC 27626-0622

C280701908283

12. These articles will be effective upon filing, unless a later time and/or date is specified: \_\_\_\_\_

This is the 7th day of January, 20 07.

Evelyn Mack  
*Signature of Incorporator*

EVELYN MACK (PRESIDENT)

*Type or print Incorporator's name and title, if any*

NOTES:

1. Filing fee is \$60. This document must be filed with the Secretary of State.

Revised January 2000

Form N-01

CORPORATIONS DIVISION

P. O. BOX 29622

RALEIGH, NC 27626-0622

**Purpose of Corporation**

This corporation is organized for the following purpose(s) (check as applicable):

- religious,
- charitable,
- educational,
- testing for public safety,
- scientific,
- literary,
- fostering national or international amateur sports competition, and/or
- prevention of cruelty to children or animals,

including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Sections 501(c)(3) and 170(c)(2) of the Internal Revenue Code of 1986 (herein the "Code") (or the corresponding provisions of any future United States Internal Revenue Code).

**Prohibited Activities**

No part of the net earnings of the corporation shall inure to the benefit of or be distributable to, its members, directors, officers, or other private persons except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of purposes set forth in these articles of incorporation. No substantial part of the activities of the corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation, and the corporation shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provisions of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Code or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code.

**Distributions Upon Dissolution**

Upon the dissolution of the corporation, the Board of Directors shall, after paying or making provision for the payment of all of the liabilities of the corporation, dispose of all of the assets of the corporation exclusively for the purposes of the corporation in such manner, or to such organization or organizations organized and operated exclusively for religious, charitable, educational, scientific or literary purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Code as the Board of Directors shall determine, or to federal, state, or local governments to be used exclusively for public purposes. Any such assets not so disposed of shall be disposed of by the Superior Court of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organizations, such as the court shall determine, which are organized and operated exclusively for such purposes, or to such governments for such purposes.



APPENDIX C

To: EVELYN MACK ACADEMY Page 3 of 4

2011-10-19 13:25:52 EDT

18008863156 From: Sundra Wllingham

Oct 20 11 01:13a Mack

7045732352 p.2

INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **SEP 22 2008**

CHARLOTTE DAY ACADEMY INC  
6850 MONROE RD  
CHARLOTTE, NC 28212

Employer Identification Number:  
77-0697784  
DLN:  
238241053  
Contact Person:  
CHITRA MAHLATDARNA ID# 52471  
Contact Telephone Number:  
(877) 829-5500  
Accounting Period Ending:  
December 31  
Public Charity Status:  
509(a)(2)  
Form 990 Required:  
Yes  
Effective Date of Exemption:  
January 26, 2007  
Contribution Deductibility:  
Yes  
Addendum Applies:  
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2105 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Letter 947 (DO/CG)

Oct 20 11 01:13a Mack


7045732352

p.3

-2-

CHARLOTTE DAY ACADEMY INC

Sincerely,



Robert Choi  
Director, Exempt Organizations  
Rulings and Agreements

Enclosures: Publication 4221-PC

Letter 947 (DO/CG)

**APPENDIX E**

# **Charlotte Day Academy**

## **Student Handbook**

**APPENDIX D**

**Parent and Community Survey for the Charlotte Day Academy**

Thank you for sitting in on our educational session regarding the Charlotte Day Academy.

On a scale from 1 to 7 where 1 means Do Not Agree and 7 means Completely Agree, please rate the following statements. You can use any number between 1 and 7 for each statement.

	1	2	3	4	5	6	7
1. The Mission of the Charlotte Day Academy was clearly stated in terms of what the program intends to achieve							
2. The Mission and Vision of the Charlotte Day Academy clearly relates to the intended outcomes							
3. The intended outcomes are realistic and attainable							
4. The target audience was clearly defined							
5. A need for the Charlotte Day Academy exists for their targeted demographic							
6. The approach embraced by the Charlotte Day Academy will be effective in addressing the problems within its targeted demographic							
7. I would support the chartering of the Charlotte Day Academy							

## **ATTENDANCE**

In accordance with G.S. 115C-378, every parent, guardian or other person in North Carolina having charge or control of a student between the ages of five and 12 years shall cause such student to attend school continuously for a period equal to the time which the public school to which the student is assigned is in session. No person shall encourage, entice, or counsel any such student to be unlawfully absent from school.

In order to be considered in attendance, a student must be present in the school for the school day or at a place other than the school with the approval of the appropriate school official for the purpose of attending an authorized school activity. Such activities may include field trips, athletic contests, student conventions, musical festivals or any similar approved activity.

A student must be present at least one-half of the school instructional day in order to be recorded present for that day. In grades K-5<sup>th</sup>, a student must be present at least one half of a class period to be counted.

No student shall leave the school grounds during regular school hours without prior permission from school authorities. A student enrolled in school will attend every day of the prescribed school calendar unless excused. It is important for parents to encourage attendance and to notify school authorities as to the nature of absences. All anticipated unavoidable absences should be reported to the school administration. A student may be excused if satisfactory evidence of the excuse is provided through documentation to the appropriate school official. Such documentation shall be kept on file.

## **EXCUSED ABSENCES**

1. When illness or injury prevents the student from being physically able to attend school.
2. When the local health officer or the State Board of Health orders the isolation of a student.
3. When the student is absent due to the death of a member of the immediate family.
4. When the student has an emergency medical or dental appointment or such an appointment which has been approved in advance by the Director.
5. When the student is a party to or is under subpoena as a witness in the proceedings of a court or administrative tribunal.
6. When the student has obtained prior approval by the Director to be absent due to the observance of an event required or suggested by the religion of the student or the student's parents.
7. When the student obtains prior approval to take advantage of a valid educational opportunity, such as travel.

## **UNEXCUSED ABSENCES**

Unexcused absences are absences for any reason other than those listed as excused.

### **Making up Absences and School Work**

1. Only four (4) unexcused absences will be allowed to be made up per semester.
2. The student must make provisions to make up absences within two (2) days of returning to school or forfeit the opportunity to do so.
3. Made up absences will not contribute to a "perfect attendance" record.

4. A student must attend Extended Day School to cancel absences. Extended Day School may be scheduled any day, Monday through Saturday, by the principal.
5. The Director will designate the time for Extended Day School.
6. Students making up absences must bring appropriate schoolwork to Extended Day School. Failure to do so will result in dismissal from Extended Day School and therefore, no credit for making up the day.
7. All school work missed as a result of absences, excused and unexcused and as a result of a first suspension (one per semester) will be allowed to be made up. Suspended students shall be provided an opportunity to take quarterly, semester or grading period examinations missed during the suspension period.

### **Attendance's FAILURE POLICY**

A student who is absent a total of 20 days per semester or 10 days per quarter for reasons defined as excused may receive credit if the work is completed. If there is any question regarding excused absences, the coordinator designated by the director shall make contact with the parent or guardian of the child. The Director or designee shall make the final decision in interpretation of reasons for absences.

Students suspended from school will not have those days counted against them as part of the failure policy.

If a student is to be absent for medical or dental appointments, court or administrative proceedings, religious observances, or educational opportunities, prior notice should be given if possible.

### **TARDY POLICY**

1. According to policy, detention can be waived for the first two tardies or early sign outs/returns.
2. Subsequent tardies will result in one or more of the following consequences at that school site based on frequency and intensity of the occurrences:
  - After school detention
  - Lunch detention
  - Extended day

### **DISCIPLINE**

In accordance with G.S. 115C-1, the administration recognizes its responsibilities to assure an atmosphere which is conducive to teaching and learning which protects the fundamental rights of students. The administration also recognizes that it is the shared responsibility of students, parents, and school personnel to assure a safe and orderly environment for all students and school employees. **THE DIRECTOR SHALL HAVE THE AUTHORITY TO EXERCISE DISCIPLINE OVER THE PUPILS OF THE SCHOOL.** Corporal punishment is prohibited at Charlotte Day Academy. Appropriated student behavior will be encouraged through positive alternatives and interventions. When such interventions are not successful, the student is subject

to parent conference, short-term suspension, long-term suspension, or expulsion. The Director, or his/her designee, is authorized to suspend for a period of 5 days or less any student who willfully violates policies of conduct established by Charlotte Day Academy, provided that the suspended student be given an opportunity to take any quarterly, semester or final grading period examination missed during the suspension period. Suspensions in excess of 10 days require the approval of the Director and administrative board. Expulsions require board action.

## **CDA'S Expectations to Remember**

- We honor your right to speak freely. However, your speech should not serve to inflame libel, incite or harm others
- It is your responsibility to put forth your best effort at all times to become the best student you can.
- We promise to provide the best teachers and classroom situations for you.
- Another person's property is not yours to take, misuse, break or lose. In all matters speak carefully and in control of your emotions.
- Keep all body parts to yourself.
- Treat everyone respectfully at all times and respect others' property.
- A student's behavior will not incite a threat to the safety of other students or employees.
- Students will not bring firearms or other weapons of destruction onto the property.
- Students will adhere to all local, state, and federal laws and regulations.

### **❖ Consequences**

**Consequences for CDA's expectations are address in the student handbook.**

**Exceptional Children:** Discipline for all exceptional children will be pursuant to the guidelines found in the 1998 Edition of Procedures Governing Programs and Services for Children with Special Needs.

Students who have been identified as handicapped or disabled are not exempt from the rules regarding behavior as outlined above. All disciplinary action involving these students will be addressed in accordance with state and federal law. The school policy on suspension and expulsion of students with disabilities will adhere to the specific procedures for disciplinary actions that involves students with disabilities as outlined in the IDEA 1997 Amendments (Special Education or under Section 504 of the Rehabilitation Act of 1973). Students who are served under IDEA or under Section 504 of the Rehabilitation Act of 1973 are entitled to certain additional rights in the area of discipline based on their qualification for services under these federal laws.

The school will encourage appropriate student behavior through classroom management plans. **If the student is suspended, it is the parent's responsibility to contact the school administration prior to the student's return.**

As noted in the following Code of Conduct, some infractions warrant more serious consequences than others. Cases involving suspension and/or possible arrest should be referred to the director or assistant director. Those involving after school or lunch detention or Extended Day School will be acted upon by the school administration personnel.

## **BELL SCHEDULE**

The school day at Charlotte Day Academy is from 8:00am to 3:00pm Monday through Friday. Students may enter the building no earlier than 7:30. All students must be picked up no later than 3:15.

## **SCHOOL CALENDAR**

**The school year for Charlotte Day Academy is similar to Charlotte Mecklenburg Schools, however, there are days on CDA's calendar that may not match up with CMS's calendar; therefore, please see the calendar found in the student handbook.**

## **STUDENT DRESS CODE**

All students will be required to wear a school uniform: khaki or black and navy blue pants, shorts, skirts or caprices and royal blue, navy blue or white polo shirts.

Appropriate dress is important. These guidelines will be followed.

- Students are not allowed to wear jeans.
- Capri length pants will be allowed.
- Clothing must be appropriately sized. No baggy or sagging pants or shorts are allowed.
- Shorts and skirts must be no higher than 3 inches above the top of the knees.
- No "low rider" clothing is allowed.
- If clothing has belt loops, then a black or brown belt must be worn.
- Shirts must be appropriately sized and must be long enough to tuck in at all times.
- Students may wear plain white T-shirts under the polo shirts.
- The sleeves of the T-shirts cannot extend past the sleeves of the polo shirts.
- Students may wear un-hooded sweaters or plain sweat shirts in the school colors over the polo shirts.
- Students are not to wear coats in the classrooms. Teachers may make an exception if a classroom is unusually cold.
- Proper footwear is required. Shoes that have laces must be laced, tied and fit. Students should wear plain shoes or tennis shoes.
- No flip flops, "beach sandals", or bedroom slippers are allowed. Students are discouraged from wearing sandals with straps in the back for safety reasons.
- Students are expected to be dressed according to the uniform standards at all times school is in session.



- Administration may require students to wear uniforms at other school functions that occur outside the normal school day.
- Student may not wear large pendants, medallions or gaudy jewelry, for safety reasons.
- The Director may make exceptions to the uniform policy for special events such as picture day and may allow a different standard for athletic teams or other school clubs or activities.
- No hats, sweatbands, bandanas, or sunglasses will be worn inside the school buildings.
- There shall be no jewelry affixed to a student's nose, tongue, lips, cheek or eyebrow. (No facial piercings)
- No dreads are allowed.

Student violations of this policy shall be handled by the director or designee. Violations of this policy may result in a short-term suspension. Repeated violations of this policy during the school year may result in long-term suspension.

## **CODE OF CONDUCT**

The State of North Carolina uniform code of discipline describes incidents that need to be reported each year. School administrators are responsible for entering student infractions in the Discipline Data Collection for the Department of Public Instruction. For clarification of any of the rules, please call the Director.

The following discipline incidents are reportable to law enforcement, and may result in out-of-school suspension or expulsion from school.

1. Assault resulting in serious injury
2. Assault involving the use of a weapon
3. Assault on school personnel
4. Bomb threat
5. Burning of school building
6. Death by other than natural causes
7. Kidnapping
8. Possession of alcoholic beverage
9. Possession of a controlled substance in violation of the law
10. Possession of a firearm or powerful explosive
11. Possession of a weapon
12. Rape
13. Robbery with a dangerous weapon
14. Robbery without a dangerous weapon
15. Sexual assault
16. Sexual offense
17. Indecent liberties with a minor

The Director and his/her designees will use the following Levels of Options when assigning consequences for inappropriate behavior. The Level of Options assigned will be determined by

the nature of the offense, the severity of the offense, and the frequency the offender exhibits the behavior. (The list is not intended to be progression of consequences for inappropriate behaviors.)

**1st Level of Options** – Lunch detention, break detention, after school detention, school/community service, Extended Day.

**2<sup>nd</sup> Level of Options** – OSS for less than 5 days.

**3<sup>rd</sup> Level of Options** – OSS for more than 5 days.

**4<sup>th</sup> Level of Options** – Recommendation for long-term suspension.

In accordance with G.S. 115C-288(g), the Director shall report incidents of violent or illegal actions to the local law enforcement agency.

The following are examples of behaviors that can result in one of the above Options being assigned. The list is not inclusive. Consequences from the list of Options can be assigned for any behavior that poses a threat to safety or interrupts the educational opportunity of other students.

1. Student dress code violation. Students should abide by the dress code as established by the Director.
2. Out of specified area or out of class for any part of the day without permission.
3. Out of school for any part of the day without permission. No student shall be out of school or any school or any school activity for any part of the school day without the prior permission of the parent/guardian. A student who has been absent from school for any part of the school day must bring a note signed by a parent. No student may leave the school campus at any time without the permission of the appropriate school authority.
4. Tardiness to class or tardiness to school. Students are to be in class on time.
5. Failure to report for after-school detention. Students shall report for after-school detention on time and on the scheduled date. An after-school detention may be rescheduled in advance.
6. Nuisance items. Students shall not bring to school or have in their possession items which interfere with the normal operation of a class or school such as noise makers, cameras, radios, tape players, electronic games, water guns, beepers, laser pointers, or similar items. Items will be confiscated and additional consequences are possible.
7. Obscenities/profanity in language or dress. Students shall respect other students by refraining from malicious name-calling, obscenities, profanity, and racial slurs. Consequences will be based on the severity of the act.
8. Gambling. Students shall not participate in any form of gambling or games of chance/skill for money and/or other items of value.
9. Forgoing notes. Students shall not provide school personnel or parent/guardians with false information by making a change in a written paper or other document or using school documents inappropriately.
10. Cheating. Students shall not plagiarize other's work by copying tests/examinations or other assignments. Students shall not complete any type of academic assignment in a

- dishonest or deceptive manner. Academic organizations often have rigid consequences for cheating.
11. Violation of local school rules. No student shall willfully violate the rules, regulations, or procedures of their school as stated in the Student Handbook.
  12. Unexcused absences. Students are expected to be in school for the 180 days of the school year. Students out of school for unexcused absences will be handled by the Director.
  13. Confrontation. No student shall approach another student to confront them about differences in such a way that the discussion creates a disturbance within the school environment.
  14. Disrespect toward school employees or other adults is prohibited. Students shall respect all employees. Obscenities, profanities and name-calling directed toward adults will not be tolerated.
  15. Tobacco use. Students shall not possess, smoke, or use any tobacco products or paraphernalia at school, in any school building or in any school vehicle, at any school-sponsored or school-related activity or authorized school event before, during or after regular hours, or during any period of time they are subject to the authority of school personnel.
  16. Non-compliance with directions or teacher, administrators, or other school personnel. Students shall comply with all reasonable requests of teachers, substitute teachers, teacher assistants, student teachers, and any other authorized school personnel during any period in which they are subject to school authority.
  17. Failure to report to Assistant Director and/or to accept the Assistant Director Referral Form as instructed. Students shall comply with the directions of a teacher or other school personnel to report directly to Assistant Director and submit the written referral form to the Administrative personnel.
  18. Failure to report to Recovery School. Students shall report to Recovery School on the date and time scheduled. A Recovery assignment may be rescheduled in advance.
  19. Threatening, intimidating, bullying, or sexually harassing another student. No student shall threaten, intimidate or bully another student on campus or at any school-related activity. Students are expected to avoid these situations and report them to school personnel. (G.S. 14-288.4.2)
  20. Fight-first offense only. No student shall fight another student while on campus, at school-related activities or within school jurisdiction. The administration may opt for OSS on the first offense if the severity of the fight endangers the safety of students. In addition to a violation of the Guidelines for Student Behavior, such acts of violence or threats to cause bodily harm are violation of state criminal laws and they may result in prosecutions, punishable by criminal fines, judgments or imprisonment.
  21. Reckless or belligerent, or horse-play behavior which might result in injury or bodily harm, No student shall engage in any behavior which is so careless, reckless or belligerent it would, if continued, result in bodily harm or injury to him or others.

22. Any major act clearly intended to disrupt school. No student shall purposely disrupt the lawful function of the school or its special activities, events, trips, or performances. In the classroom, no student shall unreasonably impair the teaching/learning process. No student shall engage in behavior which is detrimental to the progress, function or purpose of any school activity or event or infringe on the right of other students, faculty, spectators, or public. (G.S. 14-288.4(6))
23. Pornographic materials. Possession and/or sharing of pornographic materials will not be tolerated. The following infractions will result in the assignment of Option Levels, 2,3, or 4 with law enforcement notified when required by General Statutes. Law enforcement may be notified in other incidents in which the administration deems necessary.
24. Fight-Second or more offenses. No student shall fight another student while on campus, at school-related activities or with school jurisdiction. Involvement in repeated fight will result in OSS.
25. Being under the influence of alcohol or any illegal drug but possessing, using, or exchanging it at school or at a school-sponsored event. Students shall not attend school under the influence of alcohol or any illegal drug.
26. Inappropriate use of the Internet. Any student who violates the Internet Acceptable Use Policy will be subject to consequences.
27. Indecent exposure. No student shall knowingly expose any part of the human anatomy considered private.
28. Bomb Threat. The administration shall suspend for 365 days any student who makes a bomb threat (G.S. 115C-391.d3). Making a bomb threat is a felony.
29. Assault or violence directed toward any student or school employee. No student shall assault, cause bodily harm to or threaten any student or school employee. Assault can be interpreted as threatening language, signs or gestures. In addition to a violation of the Guidelines for Student Behavior, such acts of violence or intent to cause bodily harm are a violation of state criminal laws and they could result in prosecution, punishable by criminal fines, judgments, or imprisonment. Assault upon school administrator, school teacher, substitute teacher, teacher assistant, sports official, or other school employee, when any of these persons is discharging or attempting to discharge official duties, may result in imprisonment up to two years and a \$500 fine. (G.S. 14-33(b) (6)).
30. Possession or use of a weapon, incendiary, or explosive (including guns, knives, etc.) or use of any object as a weapon to cause bodily harm or injury. No student shall possess, handle, transmit, manufacture or use any weapon, such as a firearm, knife, or any device used for or intended as a weapon, nor any explosive or incendiary device. In addition to a violation of the Guidelines for Student Behavior, possessing or carrying any gun, rifle, pistol. Other firearm, dynamite cartridge, bomb, grenade, mine, or powerful explosive onto school property constitutes a felony punishable by up to 5 years imprisonment. Carrying any weapon such as a BB gun, paint-ball gun, knife, blackjack, metallic knuckles, razors, blades, sharp pointed instruments constitutes a misdemeanor carrying a

prison term and/or substantial fine. The administration shall suspend for 365 days any student who brings a weapon onto school property. (G/S/ 115c-391-d1). A weapon defined in G.S. 14-269.2 9b0 and (g) is any gun or firearm (excluding BB guns, stun guns, air rifle, or air pistol) or bomb, grenade, or powerful explosive. It is unlawful for any person to possess, whether openly or concealed any weapon on a school campus (G.S. 14-269.2). The Director or designee is required by law to report assault involving the use of a weapon or the possession of a firearm or weapon to law enforcement.

31. Breaking into and entering a school building, trespassing on school property. No student shall enter a school building after school hours unless an official school activity is being held and/or school officials have authorized such use. Unauthorized entry, either by force, contrivance or otherwise, is considered breaking and entering and is a serious criminal offense. Other charges, such as larceny, may also be filed.
32. Hazing or extortion. No student shall force or threaten another student to obtain money, property, tec., or to participate in humiliating acts. No student shall bully another student for any reason.
33. Sexual activity, sexual assault or assault with intent to cause bodily harm to another student. The Director is required by law to report sexual assault or sexual offense to law enforcement.
34. Possession, sale, exchange or use of any illegal drug, counterfeit drug, or alcohol (including mixed drink, beer, or any beverage with any level of alcohol content) on the school grounds, activity bus, or in private vehicles on school grounds or at any school function, wherever held, are strictly prohibited. No student shall possess, use transmit or be under the influence of any narcotic drug, hallucinogenic drug, amphetamine, barbiturate, marijuana, or other drug defined as a controlled substance (pursuant to Chapter 90 of the North Carolina General Statutes) while in any school building, on any school premises, at any school function or event before, during or after school hours, or during any period of time when the student is subject to the authority of school personnel unless such possession, use or transmission is authorized by law and school regulations, or unless prescribed by and take in accordance with the prescription of a physician. In the case of the sale of a prohibited substance, in addition to a discipline action:
  - a. 1<sup>st</sup> offense: Referral to law enforcement.
  - b. 2<sup>nd</sup> offense: Referral to an outside agency.
  - a. 3<sup>rd</sup> offense: Referral to an alternative setting.

A violation of this policy may result in suspension for the remainder of the school year. In addition to disciplinary action consistent with the Guidelines of Student Behavior, possession of any amount of illegal drug will result in criminal prosecution pursuant to state laws (G.S. 18B-301). Compliance with the standards of conduct relative to drugs and alcohol is mandatory. The Director is required by law to report possession of a controlled substance to law enforcement.

35. Inciting a riot or disturbance, or encouraging others to disrupt school. No student shall engage in riotous, insubordinate conduct which causes or is intended to cause a

disturbance or disruption to school operations and activities. The normal operation of the school is within an atmosphere conducive to teaching, learning and quiet study is a major responsibility of school administrator, teachers, parents, and students. All students have the right to attend a school where they can learn without being harmed or disturbed (G.S. 14-288.4).

36. Vandalism, theft, defacement, arson to school building or property. No student shall willfully damage, deface, mar or destroy any building property, grounds, supply, furnishings, or equipment belonging to the school (G.S. 115C-398). Larceny is a criminal offense which could result in a misdemeanor or felony conviction. (larceny of \$1000 or more in value is a felony.) Theft of any property, whether public or private, regardless of the value, is a crime, Students may be held liable for damage, loss or destruction of any school property.
37. Theft of damage to private property. No student shall damage or steal any private property while under the authority of school personnel or during the school day, on school-sponsored events or trips, or while riding the school bus. Theft of property whether public or private, is against the law. Shoplifting is a criminal offence which is always considered serious. In addition to disciplinary action consistent with the Guidelines for Student Behavior, the student may also be charged criminally. The student may also be required to make restitution for losses and damages.
38. Possession or use of counterfeit money. No student shall possess or use counterfeit money.

## **Highlights for Parents and Students to Remember Regarding Discipline**

1. All accumulated suspensions are carried by the student the whole year.
2. If a student goes six weeks without being referred to Recovery School for 1<sup>st</sup> Level of Options consequences, his/her Recovery record will be wiped clean of those consequences and the record will start over at the beginning of the next six weeks. (Interventions do not start over.)
3. Students suspended or expelled from Charlotte Day Academy are not to return to the campus at any time during the suspension/expulsion.
4. In certain cases, the principal may determine that alternative or more severe disciplinary action is necessary. A suspension may be split between alternative consequences and out-of-school suspension when in the best interest of the student.
5. Probation. Students may be placed on disciplinary probation at any point that their behavior becomes disruptive. If they break the specified probation, they may be recommended for suspension for the remainder of the school year.
6. Any student suspended from school is not allowed to attend or participate in any school function or athletic event.
7. In addition to disciplinary action consistent with the Guidelines for Student Behavior, a student may also be charged criminally.

The following procedures are recommended for disruptive behaviors. Classroom management plans should be in place in all classrooms. Individual behavior plans should be developed as needed. Teachers should document all interventions and results of the interventions. Directors should keep complete disciplinary records on students. These are suggested strategies for intervention:

1. Isolate within the classroom.
2. Have student write a letter to a parent or guardian concerning misbehavior (with teacher's supervision).
3. Have student call parent at home or work to explain misbehavior (with teacher's supervision).
4. Teacher contacts parents to invite their input on changing student behavior (phone and written communication are very important).
5. Withhold privileges. No student will be denied participation in any part of the instructional program or to have a lunch period.
6. Detain student after school, provided adequate prior arrangements have been made with a parent/guardian.
7. Isolate outside the classroom in a location away from the classroom and under supervision, in the Recovery School room. Consult with principal concerning misbehavior.
8. Refer student to director for further corrective action.
9. Director contacts parent to arrange a conference with teacher, parent and principal.
10. After conferring with the teacher, the director may remove a student from the classroom for periods of time up to the remainder of the school day and may schedule a parent conference.
11. Students may be taken to their parent/guardian for an immediate conference. The student may be left with the parent/guardian for the remainder of the day. This is not considered a suspension from school. Records will be kept of situations handled in this manner.
12. Directors may consult with the Board of Directors to establish a parent conference to determine other alternatives.

## **POLICY ON SEARCH AND SEIZURE**

Student lockers are school property and remain at all times under the control of the school; however, students are expected to assume full responsibility for the security of their lockers. Periodic general inspections of lockers may be conducted by school authorities for any reason at any time without notice, without student consent, and without a search warrant. School premises may be subject to canine searches at any time. Other searches will be conducted according to the circumstances presented and as allowed by laws.

## **ADMINISTRATION OF MEDICATION**

It is the policy of Charlotte Day Academy that medications should not be administered to a student during school hours or by school personnel unless the health of the student will be

adversely affected. If a student is required to take medication during school hours and the parent cannot be at school to administer the medication, school personnel may administer medication with proper documentation from a physician and parent/guardian. Under certain circumstances students may self-administer medications with proper authorization. The intent of this policy is to discourage students from bringing prescription and non-prescription medicines to school for administering such drugs to themselves without the assistance of school officials. Neither Charlotte Day Academy nor any of its employees are responsible for the improper self-administration of prescription or non-prescription drugs at school. This is the responsibility of the students' parents. Medication administered during school hours by school personnel should be kept to a minimum. Medications should be administered at home, if at all possible. The child in need of medication to sustain his/her maintenance during school is the child who has a chronic health problem, where emergency measures are indicated.

## **FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT- NEWS MEDIA ACCESS**

Throughout the school year, there may be occasions when media and/or school personnel will be photographing and/or videotaping classroom and school-related activities to be used in school publications and/or sent to the local media for publishing or to be reviewed by school personnel for educational purposes. If you do not wish for your child to be interviewed or identified in photographs or other types of media, please contact the director in writing, expressing your child's restriction.

**\*\*\*\*\*END OF STUDENT HANDBOOK\*\*\*\*\***

### **PROPOSED STUDENT EXPULSION AND EXCLUSION POLICY (115C-238.29B(b)(11)-115C-38.29F(g)(7))**

Notice and Initiation of Proceedings for Long Term Suspension (more than 10 days)  
If the Director, following an investigation, determines that a long term suspension is appropriate, he shall invoke a short term suspension of five school days and notify the student, parent/guardian, and Board Chair of his/her recommendation for long term suspension, following the procedure outlined below:

If the student or parent/guardian desires a formal hearing to contest the director's recommendation, the student or the parent/guardian must notify the Director in writing within three school days following receipt of the notice of suspension. The notice of appeal shall state the issue(s) for the appeal, including concerns regarding the level of suspension, if any. The student shall not return to school unless and until the appeal is resolved in his favor. In appropriate cases, the Director is authorized to waive this rule and allow a student to return to school while an appeal is pending.

If a hearing is not requested within the allotted time, the Director shall provide the student/parent/guardian written notice of his/her decision whether to allow the student to remain in school. The decision of the Director shall be final. Appeal to the Board. Parent appeals process.



Charlotte Day Academy

2013-2014 Calendar

Teacher Workdays	August 14, 15 and 16, 2013
First Day of school, First Quarter	August 19, 2013
Parent / teacher /student night	August 22-23, 2013
Labor Day Holiday	September 2, 2013
First Quarter Ends	October 17, 2013
Half teacher workday	October 18, 2013
Parent teacher conferences (workdays)	October 24- 25 2013
Thanksgiving Holidays	November 21, 22, 23, 2013
Second Quarter begins	January 17, 2014
Winter Break	December 23 - January 3, 2014
Martin Luther King Holiday	January 20, 2014
Presidents' Day	February 18, 2014
Teacher Workday	February 17, 2014
Third quarter begins	March 20, 2014
Teacher Workday	March 26, 2014
Parent Conferences (work days)	March 27- 28, 2014
Teacher Workday	April 14, 2014
Spring Break	March 21- 25, 2014
Teacher Workday	May 26, 2014
Fourth Quarter ends	May 30. 2014
Last Day of School	June 7, 2014

**CHARLOTTE DAY ACADEMY PARENT, TEACHER, STUDENT COMPACT**

**STAFF PLEDGE**

I agree to carry out the following responsibilities to the best of my ability:

- Provide high quality curriculum and instruction
- Endeavor to motivate my students to learn
- Have high expectations and help every child develop a love of learning
- Communicate regularly with families about student progress through conferences, parent-teacher meetings, progress reports, and other available means.
- Provide reasonable opportunities for parents to volunteer and participate in their child's class, and to observe classroom activities.
- Provide a warm, safe, and caring learning environment.
- Provide meaningful, daily homework assignments to reinforce and extend learning (30 minutes for grades 1-3 and 60 minutes for grades 4-6).
- Participate in professional development opportunities that improve teaching and learning and support the formation of partnerships with families and the community.
- Actively participate in collaborative decision making and consistently work with families and my school colleagues to make CDA an easily accessible and welcoming place for families in order to help each student achieve the school's high academic standards.
- Respect the school, students, staff and families.

**STUDENT PLEDGE:**

I agree to carry out the following responsibilities to the best of my ability:

- Come to school ready to learn and work hard.
- Bring necessary materials, completed assignment and homework.
- Know and follow school and class rules.
- Ask for help when I need it.
- Communicate regularly with my parents and teachers about school experiences so that they can help me to be successful in school.
- Limit my TV watching and instead study or read every day after school.
- Respect the school, classmates, staff and families.

**FAMILY/PARENT PLEDGE:**

I agree to carry out the following responsibilities to the best of my ability:

- Provide a quiet time and place for homework and monitor TV viewing
- Read to my child or encourage my child to read every day (20 minutes K-3, and 30 minutes for grades 4-6).
- Communicate with the teacher or the school when I have a concern.
- Ensure that my child attends school every day, gets adequate sleep, regular medical attention and proper nutrition.
- Regularly monitor my child's progress in school.
- Participate in school activities such as school decision making, volunteering and/or attending parent-teacher conferences.
- Communicate the importance of education and learning to my child.
- Respect the school, staff, students, and families.

Student

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Teacher

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Parent/Guardian

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Administration

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**APPENDIX F**

**BYLAWS**

**OF**

**Charlotte Day Academy**

**ARTICLE 1 OFFICES**

**SECTION 1. PRINCIPAL OFFICE**

The principal office of the corporation is located in Mecklenburg County, State of North Carolina.

**SECTION 2. CHANGE OF ADDRESS**

The designation of the county or state of the corporation's principal office may be changed by amendment of these Bylaws. The Members of the Board and CEO may change the principal office from one location to another within the named county by noting the changed address and effective date below, and such changes of address shall not be deemed, nor require, an amendment of these Bylaws:

6850 Monroe Rd.      Dated: July 29, 2008

**SECTION 3. OTHER OFFICES**

The corporation may also have offices at such other places, within or without its state of incorporation, where it is qualified to do business, as its business and activities may require, and as the board of directors may, from time to time, designate.

**ARTICLE 2 NONPROFIT PURPOSES**

**SECTION 1. IRC SECTION 501(c)(3) PURPOSES**

This corporation is organized exclusively for one or more of the purposes as specified in Section 501(c)(3) of the Internal Revenue Code, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code.

**SECTION 2. SPECIFIC OBJECTIVES AND PURPOSES**

The specific objectives and purposes of Charlotte Day Academy, Incorporated shall be: To offer high quality educational alternatives to children who are economically and socially challenged, at risk academically and are deprived from getting a head start in the skills necessary to function as productive citizens in our society.

**ARTICLE 3 DIRECTORS**

## **SECTION 1. NUMBER**

The corporation shall have (1) Chief Executive Officer and six (6) Board Members with no more than eleven (11) board members.

## **SECTION 2. QUALIFICATIONS**

Board members shall be of the age and who are eligible to serve on the board. Other qualifications for the board of directors of this corporation shall be as follows: Board member must be a link with education who have a desire to serve on the board; are committed to Charlotte Day Academy's vision, mission and purpose; goals and philosophy, board members must have experience and knowledge and/ or academic degree in education and/or skills necessary to serve and further assist and support the mission, vision goals, purpose academic studies/standards. Any person who has expressed a desire and is willing perform the duties of a board member for CDA. The board members must have the ability to assist the Charlotte Day Academy Corporation in its quest to offer to children high quality education.

## **SECTION 3. POWERS**

Subject to the provisions of the laws of this state and any limitations in the Articles of Incorporation and these Bylaws relating to action required or permitted to be taken or approved by the members, if any, of this corporation, the activities and affairs of this corporation shall be conducted and all corporate powers shall be exercised by or under the direction of the Chief Executive Officer and board members. The board of directors shall have general control, management, and supervision over all matters pertaining to Charlotte Day Academy hereafter CDA the board have the authority to enforce all laws, regulations, ordinances, rules and policies of the county, state of North Carolina and the United States where pertains to the operation and administration of this charter school under North Carolina law.

## **SECTION 4. DUTIES**

It shall be the duty of the board of directors to:

Perform any and all duties imposed on them collectively or individually by law, by the Articles of Incorporation, or by these Bylaws;

Approve the hiring or termination of CDA's personnel upon recommendation of the Executive Director of the CDA School

- Establish policies and academic standards affecting the school program and performance of students and teachers along with the recommendation of the school's Director and staff
- Establish school attendance policies along with the recommendations of the Director of CDA and staff
- Support the Executive Director in the discharge of her/his duties

- Consider and adopt an annual budget upon the recommendation of CDA's Treasure and administrative staff.
- Consider and act on recommendation from the Executive Director with regards to the building needs of the school.
- Consider and act on appeals of administrative decisions regarding students and teachers.
- Consider and act on recommendations from the Executive Director concerning all other needs of school and assist in interpreting these needs to the community.
- Review and approve proposed contracts, leases and business transactions pertaining to the operation of CDA.
- Approve CDA's hiring of any professional including but not limited to certified public accountants, attorneys, and/or educational consultants.
- General Duties of members to the Board and CDA: Each board member shall be obligated to the following duties to CDA.

**Board Chair:** The Board shall elect one of their members to serve as Board Chair and the election shall be by a majority vote of the board member in attendance at a regular meeting. The board chair's term shall be for two years, and he/she may serve successive terms. The role of the Board Chair is to advance the mission of CDA. In general, the Board Chair presides over meetings, proposes policies and practices, sits on various committees, monitors the performance of the board members and CDA staff members, submits various reports to the Board, to lenders and to other stakeholders, proposes the creation of communities, and performs other duties as the need arises and or as defined in the bylaws. The Board Chair may hold only one office on the Board. The Board Chair may serve as chairperson of any Board committee and may serve on multiples Board Committees. The Board Chair shall have the following qualifications, duties, responsibilities and obligations.

He/she is a member of the Board and has demonstrated his/her commitment and support for CDA's vision, purpose, goals, objectives and philosophies.

1. Shall serve as a volunteer of CDA
2. Is a partner with the Director in achieving CDA's mission
3. Provides leadership to the Board and is the person to whom the Director is accountable. He/she is responsible for ensuring that the Board and its members: (i) are aware of and fulfill their governance responsibilities; (ii) comply with applicable laws and bylaws; (iii) conduct Board business effectively and efficiently; and are accountable for their performance.
4. Chairs meetings of the Board after developing the agenda with the Director.
5. Encourages Board's role in strategic planning.
6. Discusses issues confronting CDA with the Director..
7. Helps guide and mediate Board actions with respect to organizational priorities and governance concerns.

8. Reviews with the Director any issues of concern to the Board.
9. Monitors financial planning and financial reports.
10. Informally evaluates the effectiveness of the Board members.
11. Evaluates annually the performance of CDA in achieving its mission.
12. Performs other responsibilities assigned by the Board.
13. **Accountability-** The Board Chair is accountable to the Board as specified in the bylaws. The Board Chair may delegate specific duties to the Director, board members and/or committees as appropriate; however, the accountability for them remains with the Board Chair.
14. **Meetings-** The Board Chair ensures that an agenda is planned for board meetings. This may involve periodic meetings with committee chairpersons. And the Director to draft meeting agendas and reporting schedules. The Board Chair presides over meetings of the Board. In this capacity, the Board of Chair: (i) chairs meetings according to accepted rules of order for the purposes of encouraging all members to participate in discussion and arriving at decisions in an orderly, timely and democratic manner; and (ii) votes as prescribed in the bylaws.
15. **Board Committees-** The Board Chair serves as an *ex-officio* member of board committees specified in the bylaws. In this capacity, the Board Chair's role is: (i) to serve as a voting member of the committee (specified in the bylaws); (ii) to negotiate reporting schedules; and (iii) to identify problems and assist the committee chairperson to resolve them, and if necessary, to bring them to the attention of the Board.
16. **Board-Staff Relations-** The Board Chair is the primary liaison between the Board and Director. In this capacity, the Board Chair: (i) meets periodically with the Director, (ii) ensures that periodic performance reviews of the Director are conducted, and (iii) participates in the evaluation of the Director.
17. **Community Relations-** The Board Chair ensures that CDA maintains positive and productive relationships within the community, donors, and other organizations. In this capacity, the Board Chair serves as primary spokesperson for CDA and the duties may include: representing CDA to the media; representing CDA to governmental or non-governmental organizations, donors, businesses and the public.
18. **Signing Officer-** The Board Chair is normally designated by the Board and/or bylaws as one of the signing officers for certain documents. In this capacity, the Board Chair may be unauthorized or required to sign or countersign checks, correspondence, applications, reports, contracts or other documents on behalf of CDA.
19. **Board Development-** The Board Chair ensures that structures and procedures are in place for effective recruitment, training, and evaluation of board members.
20. **Fundraising-** The Board Chair ensures that structures and procedures are in place for securing the resources required by CDA depending upon the organization's needs. This may require the Board Chair to play a leadership role in fundraising campaigns through personal contributions of services and money.

Although the Board Chair is accountable to the Board in terms of fulfilling the above responsibilities, it is not necessarily the intent of these bylaws that Board Chair directly carryout each of the foregoing responsibilities and that CDA expects the Board Chair delegate many of these responsibilities and tasks will be delegated to board committees, school staff (including the Director) or others who be retained or consulted for specific purposes.

**B. Board Treasurer:** The board shall elect one of their members to serve as Treasurer of the Board and the election shall be by a majority vote of the board members in attendance at a regular meeting. The Treasurer shall hold office for two years, he/she may serve successive terms, or until his/her term shall last until a successor is elected or he/she has been removed from office for cause at the recommendation of the Board. The Treasurer may hold more than one office on the Board. The Treasurer may serve as chairperson of any Board committee and may serve on multiple Board committees. The Treasurer shall be bonded or insured in an amount to be determined by the Board in consultation with the Director.

The Treasurer shall perform the following: (i) manage, prepare and/or oversee CDA finances; (ii) prepare CDA's annual budget for the Board's approval; and (iii) ensure development and Board review of financial policies, procedures and internal controls. The Treasurer shall have the care and custody of and be responsible for the funds and financial records of CDA and shall deposit all such funds in the name of CDA in such bank or banks as the Board may designate. All checks, notes or orders for payment of money by CDA shall be signed by the Treasurer and countersigned by the Executive Director. The Treasurer shall report on the financial condition of CDA at

meetings of the Board. All contracts and agreements in the name of CDA signed by Executive Director and/or Treasurer as determined by the financial policies and internal controls approved by the Board. The Treasurer shall be responsible for preparing and/or overseeing the preparation of financial statements, accounting reports and audit reports required by these bylaws, North Carolina law, federal law and/or financing agreements.

**C. Secretary:** The Board shall elect one of their members to serve as Secretary of the Board by a majority vote of the board members in attendance at a regular meeting. The Secretary shall hold office for two years, he/she may serve successive terms, or until his/her term shall last until a successor is elected or he/she has been removed from office for cause at the recommendation of the Board. The Secretary may hold more than one office on the Board. The Secretary may serve as chairperson of any Board committee and may serve on multiple Board committees.

The Secretary shall make entries of all votes; keep minutes of all regular and special meetings of the Board. The Secretary shall perform the duties of the Board Chair when the Board Chair or Vice Chair is unable to attend any meeting. The Secretary shall prepare an annual report of all matters reported to the Board on an annual basis, which may consist of a table of contents, a copy of the minutes or the annual meeting and copies of all written reports presented to the Board. The Secretary shall be responsible for providing all notices required by these Bylaws, North Carolina law or laws of the United States. The Secretary shall be custodian of records of CCDA and shall seal the records subject to the direction of the Board, Board Chair and/or Director, and shall attend to correspondence of CDA and other duties normally exercised by the Secretary of a corporation. The Secretary shall: maintains records of the Board and ensures effective management of organization's records; ensures minutes are distributed to members shortly after each meeting; and is sufficiently familiar with legal documents (articles, by-laws, IRS letters, etc.) to note their applicability during meetings.

**D. Vice Chair:** If there are sufficient board members, the Board shall elect one of their members to serve as Vice Chair of the Board by a majority vote of the board members in attendance at a regular meeting. The Vice Chair shall hold office for one year, he/she may serve successive terms, or until his/her term shall last until a successor is elected or he/she has been removed from office for cause at the recommendation of the Board. The Vice Chair may hold more than one office on the Board. The Vice Chair may serve as chairperson of any Board committee and may serve on multiply Board committees. The Vice Chair is typically successor to the Board Chair position has the responsibilities as a board member and will usually serve as a committee chairperson.

In addition to the responsibilities outlined in the board member job description, this position: (i) performs Chair responsibilities when the Chair cannot be available (see Board Chair Job Description); (ii) reports to the Board Chair; (iii) works closely with the Board Chair and other staff; (iv) participates closely with the Board Chair to develop and implement officer transition plans; and (v) performs other responsibilities as assigned by the Board or delegated to the Vice Chair from the Board Chair.

**E. Board Members (At-Large):** On an annual basis, the Board shall determine the number of board members who shall serve on the board for the following year. However, CDA shall have at a minimum three (3) board members (at least one serving as Board Chair, Treasurer, and Secretary). A board member may serve as chairperson of any Board committee and may serve on multiple Board committees.

Board members shall: (i) regularly attend board meetings; (ii) make serious commitment to participate actively in committee work; (iii) volunteer for and willingly accept assignments and complete them thoroughly and on time; (iv) stay informed about Board matters, prepare themselves and build collegial working relationships with each other that contributes to consensus building in addressing issues pertaining to CDA's operations and business; (v) act as an active participant in the Board's annual evaluation and planning efforts; and (vii) participate in fundraising for CDA.

**6. Board Member Visits to CDA School Facilities:** Board members are encouraged to visit CDA in order to be better informed and to gain a clearer understanding of the daily operation of the school. Board members wishing to visit a school should generally inform the Director or designee of the desire to visit. Policy questions, problems, complaints and/or issues raised by the Board Member arising from such visits should be directed to the Director.

**7. Board Member with Children Enrolled at CDA:** In matters concerning the education of their own children, board members, shall conduct themselves as parents, rather than as board members, and have the same rights and responsibilities as other parents in accordance with CDA's policies and procedures. Board members shall confer with the individual teacher or Director about matters growing out of their children's participation in the school in the same manner as other parents.

**8. Role of Member of the Board in Handling Complaints:** Parents, students, teachers, any other person affiliated with CDA and/or any person of the general public having complaints about school matters shall be referred by individual board members to the school employees most directly concerned. Board members



shall direct such complainants to utilize the normal administrative procedures, practices and/or channels set forth in CDA's policies and/or teacher/parent/student manual(s). When it becomes necessary for any individual board member to become directly involved in such complaint (problem or issue), he/she channel such complaint to CDA's Director. The Director is responsible for advising the remaining board members of the complaint and its proposed disposition/disposition. Individual board members shall refrain from taking any action outside the policies, practices and/or procedures set forth in CDA policies and/or teacher/parent/student manuals, unless the board member has been authorized to dispose of the complaint by the Director and/or resolution by the Board.

**9. Meetings of the Board of Directors:**

**A. Annual Meeting:** Prior to the start of the academic year, the Board shall set a date to conduct an annual meeting. At the annual meeting the Board Director, Assistant Director and Treasurer shall give end of the academic year reports covering all operations, finances and performances (academic (students) and personnel (teachers and Director) of CDA. The Board shall also make all elections to the Board for the following academic year and set a schedule for developing the following academic year's strategic plan, goals, objectives and performance targets. The Board Chair, at his/her discretion and/or in consultation with the other board members, may excuse CDA's staff from the remainder of the annual meeting in order to discuss personnel issues, performance of teacher and/or Principal., staff compensation, retention, benefits, discipline of staff and/or CDA finances.

**B. Regular Meetings:** Regular meetings of the Board shall be called by the Board Chair monthly during the academic year, and as needed when the school is not in operation. There shall be at least one-week notice of all meetings and such notice shall either be in writing and/or electronic and such notice shall be given by the Board Chair or Board Secretary. The notices for all meetings shall give all board members reasonable notice of the place, date and time for each meeting noticed by the Board Chair or board Secretary. Any board member may waive the service of the notice to him/her if the waiver is provided to the Board Chair or Secretary in writing before the meeting in question is conducted. The notice for a regularly scheduled monthly meeting shall include an agenda of the meetings proposed business and the location of the meeting.

**1. Monthly Status Reports:** The Board shall conduct the affairs of CDA as directed by the Bylaws, Policies, Manuals and/or applicable laws., At the regularly scheduled monthly meeting, the Director and Assistant Director shall provide the Board with monthly status reports of the operations, performance, finances (revenue and expenses), personnel matters and/or any complaints, issues or problems (and dispositions/proposed dispositions) that occurred since the previous status reports delivered to the Boards.

**2. Quorum Requirements & Voting at Meetings:** Unless otherwise agreed to in writing by the board members, all business matters that require action by the Board shall require a minimum of three (3) board members to be present at a properly noticed meeting. Unless prohibited or limited by the articles of incorporation, bylaws and/or prior resolution of the Board, voting by board members may be done by proxy provided the absent board member has provided his/her proxy in writing to the Board Chair and/or Board Secretary prior to the start of the subject meeting for which the proxy is tendered. Unless otherwise specified in the bylaws or resolution of the Board, all voting on CDA business before the Board at a regularly scheduled meeting shall be by majority vote.

**3. Breaking Tie Votes:** In the event of a tie vote, the Board Chair shall first open debate on the motion that was subject of the tie vote in an effort to foster a consensus and a revote: if after a revote a tie remains, then the Board Chair may request that the Director or other board member to cast a tie breaking vote because of the Director or other board member's experience or expertise in the subject matter of the motion at issue (e.g., if the issue concerns the CDA's curriculum or CDA's accounting practices, the Board Chair may request an accountant serving on the Board to cast the decisive vote; a legal issue, the Board Chair may request a lawyer serving on the Board to cast the tie breaking vote, etc.); Board Chair may cast the decisive vote. The Board Chair and Secretary shall include a statement for the record as to why it was in the best interest of CDA to give the tie-breaking vote to the Director, Board Chair or other board member selected by the Board Chair.

**C. Special or Emergency Meetings:** The Board Chair may call special or emergency meetings of the Board at any time and notice may be written and/or electronic. The amount of notice shall be at the discretion of the Board Chair depending on the special nature of the issue to be addressed at the meeting or the nature of the emergency. Any board member can call a special or emergency meeting if approved by the Board Chair or at least one other board member join in that board member's request for a special meeting and the member requesting the special or emergency meeting shall cause the Board's Secretary to issue notice to the rest of the Board and Board Chair.

**1. Location of Meeting:** The location of a special or emergency meeting may take place at any location deemed appropriate by the person calling the meeting and/or the meeting may be conducted via teleconference.

**2. Matters Involving the Director:** If the subject matter of the special or emergency meeting concerns the performance, conduct, discipline, employment and/or compensation of the Director, then it shall be at the discretion of the Board Chair or the board members calling meeting as to whether notice of such meeting given to the Director and/or the extent of the Director's participation at such a meeting.

**3. Voting:** Shall be the same as in a regular meeting, unless the majority of board members in attendance at the special or emergency meeting determine that voting to resolve the subject matter that necessitated the subject meeting shall be substantial majority (more than 66%), super-majority (more than 75%) or unanimous agreement (100%).

**10. Board Meeting Attendance Policy:** In order for it to realize its vision, mission, purpose, goals and objectives, (CDA must have effective commitment, participation and leadership from its Board. Therefore, attendance at board meetings and full contribution by all board members will play an important role in making CDA a success and it shall be a requirement of all board members to make every effort to attend all formal regularly scheduled meetings of the Board to which the board members have received at least one week prior notice by way of letter or electronic notification with confirmation of delivery. All board members shall receive a copy of these bylaws and shall review the attendance policy (below) before the start of the academic year. If able, it is expected that all board members attend each meeting in person, but members may participate via teleconference if CDA and/or attending board members have the capability of conducting a teleconference. Board members who will participate in a meeting via teleconference shall be responsible for making the arrangements for such participation well in advance of the meeting and such participation shall not in any way interrupt, prevent, hinder and/or disrupt the participation of those physically attending the meeting.

**A. Board Attendance Problem:** A board-attendance problem occurs if any of the following conditions exist concerning aboard member's attendance at board meetings:

1. The member has two unexcused or un-notified absences in a row ("un-notified" means the board member did not advise the Board Chair and/or Secretary that he/she will not be able to attend a properly noticed Board meeting).
2. The member has three notified or excused absences in a row.
3. The member misses one third or the total number of board meetings for any reason in a twelve-month period.

**B. Resolution of Board-Attendance Problems:** If a board-attendance problem exists regarding a member, the Board Chair will promptly contact the board member to discuss the problem. The Board Chair will promptly share the board member's response with the entire Board at the next Board meeting. In that meeting, the Board will decide what actions to take regarding the board member's future service on the Board. If the Board decides to terminate the service of the absentee board member, termination will be conducted per this policy. The Board will promptly initiate a process to begin recruiting a new board member. Should the Board decided to remove an absentee board member, then the Board Chair will contact the absentee board member and notify him/her of the Board's decision to terminate his/her services per the terms of this Board Attendance Policy. The Board Chair will request a letter of resignation from the absentee member and all documents, materials and/or property of the Board and/or CDA, which shall be

delivered by the absentee board member within the two weeks from the date of the request. If the letter of resignation is not received within two weeks, then the Board shall formally move to terminate the services and remaining term of the absentee board member at the next regularly scheduled board meeting or at a special meeting called by the Board Chair upon proper notice to the Board.

**11. Board Members' Participation in Informal Meetings not Authorized by the Board Or Director:** The board encourages community participation in the school. Individual board members should inform any community member or organization with whom they meet that in such meetings they act only as individuals and not for or on behalf of the Board or CDA, unless they have been authorized by official Board action or have obtained prior approval from the Director to represent CDA interests at the informal meeting. In addition, board members should avoid situations in which their presence could be inferred by citizens as being an official representative of the Board. Individual board member should refrain from meeting with groups of CDA teachers or employees to discuss matters relating to employment or conditions of work without specific authorization by official Board action. When a board member receives a request to meet with any informal community group about school matter, the individual board member should inform the Board Chair and the Director of the request.

**12. Compensation of Board Member:** No board member shall receive compensation; except for actual expenses required in the performance of his/her duties provided such expenses are incurred with the approval of the Board, CDA reimbursement policies, procedures, guidelines and/or State and Federal Tax laws.

**13. Board Committees:** The organization of the Board of Directors may be divided into permanent committees and/or temporary committees created by the Board. However, all committees must serve the needs of CDA and each committee's work must be in furtherance of and consistent with the organization's vision, mission, purpose, goals and objectives. The Board shall also have the power to dissolve permanent or temporary committees. The Board shall appoint the chairpersons for all committees and shall have the power to remove all chairpersons. The Board may impose qualifications for any chairperson for any committee in order to accomplish that committee's work, task, purpose, and/or function in the time-period(s) that may be set for the committee by the Board. A committee's meetings, their frequency, location, and method of participation in committee meetings shall be set at the discretion of the chairperson in consultation with the other board members serving on the committee. The Board and/or committee chairperson may require CDA's Director, Assistant Director, and any of the school's teachers or employees to serve on, attend, report to and/or participate in any committee meeting.

**A. Permanent Committees:** to the extent CDA has sufficient resources, personnel and board members; the Board may establish and delegate its powers and authority to the following permanent committees:

1. **Executive Committee:** If established, the Executive Committee shall consist of the Board Chair, Board Vice-Chair, Board Treasurer, and Board Secretary. The Board Chair shall be the chair person and shall preside over all meetings of the Executive Committee.
2. **Finance Committee:** If established, the Finance Committee shall consist of the Board's Treasurer and all CDA employees responsible for overseeing management, financing, fundraising, accounting and/or auditing for CDA revenue, expenses, payroll, taxes, banking, investments, purchasing and all other fiscal matters. The Board may assign other board members to the Finance Committee who has experience or education in finance, business, accounting, banking, investing/financial services, fundraising, grants, employment law, corporate law, real estate or other relevant experience. Other board members who desire to serve on the Finance Committee but do not have the requisite experience or education may serve on the Finance Committee if other members of the Finance Committee are willing to train such a member.

The Finance Committee will assist the Board's Treasurer in the preparing of budgets, financial statement, payroll, accounting standards and statements, internal controls, auditing standards, tax filings, financial reporting to government agencies, investment

strategies, fundraising strategies and goals, grant proposals, employee benefit plans, and any financially related reports required by these bylaws, North Carolina law or federal law. The Finance Committee shall also make recommendations to the Board on hiring all independent certified public accountants and/or auditors. The Finance Committee shall serve only in advisory capacity and only recommend policies, standards, internal controls or actions to Executive Committee and Board. Finance Committee shall not have any authority to make decisions that affect the day –to–day management over CDA accounts, finances, assets, investments, bank accounts, grants, expenses, debts, liabilities and property. All members serving on the Finance Committee shall treat and keep confidential all financial information, records, statements and reports they receive, review and/or create in the course of their work on the Finance Committee, unless the financial information has been published to CDA’s teachers, employees, parents, and/or the Finance Committee has obtained prior approval from the Board and/or Treasurer to disclose the information to an approved party.

3. **Academic Committee:** If established, the Academic Committee shall consist of the members of the Board with educator experience. The Academic Committee shall be responsible for creating, developing, maintaining, improving and/or overseeing the implementation of all CDA’s academic policies, curriculum, standards, testing, student honor code, teacher performance, student performance, teacher training and/or all other similar or related policies. However, the Board and Director must give written final approval before any of the foregoing is implemented by CDA;s Director, teachers and employees.

**B. Committee Chairpersons:** Persons servings as the primary leader/chairperson of a committee shall be a member of the Board. The chairperson shall: (1) set the tone for the committee’s work; (2) ensure that board members, (CDA officers and/or school staff have the information needed to do their assigned committee work or tasks; (3) oversee the logistics of committee’s operations; (4) status reports to the Board Chair and/or of the committee’s work; (5) report to the full Board on committee’s decisions/recommendations; (6) work closely with the Director and other school staff as authorized by the Board Chair, Board and Director.(7) Initiates and leads the committee’s annual evaluation.

(a) Meet at such times and places as required by these Bylaws;

(b) Register their addresses with the Secretary of the corporation, and notices of meetings mailed or email to them at such address shall be valid notices thereof.

## **SECTION 5. TERM OF OFFICE**

At the discretion of the Chief Executive Officer each board member director shall hold office for a period of two (2) years and until his or her successor is elected and qualifies.

## **SECTION 6. COMPENSATION**

Board members shall serve without compensation.

## **SECTION 7. PLACE OF MEETINGS**

Meetings shall be held at the principal office of the corporation unless otherwise provided

by the board or at such other place as may be designated from time to time by resolution of the Chief Executive Officer and Board members.

## **SECTION 8. REGULAR MEETINGS**

Regular meetings of Directors shall be held on first Thursday of each month at 7:00 p.m. , unless such day falls on a legal holiday, in which event the regular meeting shall be held at the same hour and place on the next business day.

If this corporation makes no provision for members, then, at the regular meeting of Board members held on Thursday, members shall be elected by the Board of Directors, the Chief Executive Office may choose to have the final decision on who stays as a member of the board. Voting for the election of directors shall be by written ballot. Each board member shall cast one vote per candidate, and may vote for as many candidates as the number of candidates to be elected to the board. The candidates receiving the highest number of votes shall be elected to serve on the board.

## **SECTION 9. SPECIAL MEETINGS**

Special meetings of the Board members may be called by the Board Chair or Executive Director. Such meetings shall be held at the principal office of the corporation or, if different, at the place designated by the person or persons calling the special meeting.

## **SECTION 10. NOTICE OF MEETINGS**

Unless otherwise provided by the Articles of Incorporation, these Bylaws, or provisions of law, the following provisions shall govern the giving of notice for meetings of the board of directors:

(a) Regular Meetings. No notice need be given of any regular meeting of the board of directors.

(b) Special Meetings. At least one week prior notice shall be given by the Secretary of the corporation to each director of each special meeting of the board. Such notice may be oral or written, may be given personally, by first class mail, by telephone, or by facsimile machine, and shall state the place, date and time of the meeting and the matters proposed to be acted upon at the meeting. In the case of facsimile notification, the director to be contacted shall acknowledge personal receipt of the facsimile notice by a return message or telephone call within twenty four hours of the first facsimile transmission.

(c) Waiver of Notice. Whenever any notice of a meeting is required to be given to any director of this corporation under provisions of the Articles of Incorporation, these Bylaws, or the law of this state, a waiver of notice in writing signed by the director, whether before or after the time of the meeting, shall be equivalent to the giving of such notice.

## **SECTION 11. QUORUM FOR MEETINGS**

A quorum shall consist of four (4) of the members of the Board.

Except as otherwise provided under the Articles of Incorporation, these Bylaws, or provisions of law, no business shall be considered by the board at any meeting at which the required quorum is not present, and the only motion which the Chair shall entertain at such meeting is a motion to adjourn.

## **SECTION 12. MAJORITY ACTION AS BOARD ACTION AND CONFLICT OF INTEREST**

Every act or decision done or made by a majority of the directors present at a meeting duly held at which a quorum is present is the act of the Board of Directors, unless the Articles of Incorporation, these Bylaws, or provisions of law require a greater percentage or different voting rules for approval of a matter by the board.

A member of the Board may have a conflict of interest of his or her vote on a matter before the Board in the best interest of the school if the vote is adverse to the personal, family or business interests of the Board member. If any member of the Board faces a conflict or interest in a matter pending before the Board such member shall make full and candid disclosure to the Board of the nature of the conflict. If one or more directors present at a meeting abstain from voting on a particular motion before the Board, due to restrictions contained in these Bylaws, then the remainder of the directors shall still constitute a quorum for that particular vote and a two thirds majority of those voting directors shall be required to approve the motion.

## **SECTION 13. Open Meeting Law and Parliamentary Rules**

All meetings shall be conducted in all open and fair manners, and any guidelines established by the Institute of Government shall apply to all deliberation. All meetings of the Board shall be held in compliance with the North Carolina Open Meeting Law, North Carolina General Statute's sections 143-318.9-143-318.9. The Board may elect not to proceed in full compliance with modified Roberts Rules of Order those procedures may be invoked at any time for use during part or all of a particular meeting upon motion supported by a majority vote.

## **SECTION 14. CONDUCT OF MEETINGS**

Meetings of the Board members shall be presided over by the Chief Executive Officer, if no such person has been so designated in her absence, the Chairperson of the corporation or, in his or her absence, by the Vice President of the corporation or, in the absence of each of these persons. The Secretary of the corporation shall act as secretary of all meetings of the board, provided that, in his or her absence, the presiding officer shall appoint another person to act as Secretary of the Meeting.

Meetings shall be governed by the Founder/CEO, insofar as such rules are not inconsistent with or in conflict with the Articles of Incorporation, these Bylaws, or with provisions of law.

## **SECTION 15. VACANCIES**

Vacancies on the Board shall exist (1) on the death, resignation or removal of any director, and (2) whenever the number of authorized directors is increased.

Any board member may resign effective upon giving written notice to the CEO or the Chairperson of the board, or the Secretary, unless the notice specifies a later time for the effectiveness of such resignation. No board member may resign if the corporation would then be left without a duly elected member in charge of its affairs, except upon notice to the Office of the Attorney General or other appropriate agency of this state.

Board Members may be removed from office, with or without cause, as permitted by and in accordance with the laws of this state.

Unless otherwise prohibited by the Articles of Incorporation, these Bylaws or provisions of law, vacancies on the board may be filled by approval of the members of the board. If the number of members then in office is less than a quorum, a vacancy on the board may be filled by approval of a majority of the members then in office or by a sole remaining member. A person elected to fill a vacancy on the board shall hold office until the next election of the Board member or until his or her death, resignation or removal from office.

#### **SECTION 16. NONLIABILITY OF DIRECTORS**

The members of the board and CEO shall not be personally liable for the debts, liabilities, or other obligations of the corporation.

#### **SECTION 17. INDEMNIFICATION BY CORPORATION OF DIRECTORS AND OFFICERS**

The directors and officers of the corporation shall be indemnified by the corporation to the fullest extent permissible under the laws of this state.

#### **SECTION 18. INSURANCE FOR CORPORATE AGENTS**

Except as may be otherwise provided under provisions of law, the member of the Board may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the corporation (including a CEO, officer, employee or other agent of the corporation) against liabilities asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the corporation would have the power to indemnify the agent against such liability under the Articles of Incorporation, these Bylaws or provisions of law.

### **ARTICLE 4 OFFICERS**

#### **SECTION 1. DESIGNATION OF OFFICERS**

The officers of the corporation shall be Founder/Chief Executive Officer, a Vice President, a Secretary, and a Treasurer. The corporation may also have a Chairperson to the Board, one or more Assistant Vice Presidents, Assistant Secretaries, Assistant Treasurers, and other such officers with such titles as may be determined from time to time by the Board members.

#### **SECTION 2. QUALIFICATIONS**

At the discretion and approval of the CEO any person who is of age and eligible may serve as

officer of this corporation.

### **SECTION 3. ELECTION AND TERM OF OFFICE**

Officers shall be elected by the Members of Board, at the discretion of Founder/CEO at any time, and each officer shall hold office until he or she resigns or is removed or is otherwise disqualified to serve, or until his or her successor shall be elected and qualified, whichever occurs first.

### **SECTION 4. REMOVAL AND RESIGNATION**

Any officer may be removed, either with or without cause, by the Board Chair and board members, at any time. Any officer may resign at any time by giving written notice to the Members of the Board or to the Board Chair, or Secretary of the corporation. Any such resignation shall take effect at the date of receipt of such notice or at any later date specified therein, and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. The above provisions of this Section shall be superseded by any conflicting terms of a contract which has been approved or ratified by the Board members relating to the employment of any officer of the corporation.

### **SECTION 5. VACANCIES**

Any vacancy caused by the death, resignation, removal, disqualification, or otherwise, of any officer shall be filled by the members of the board. In the event of a vacancy in any office other than that of Board Chair such vacancy may be filled temporarily by appointment by the President until such time as the Board members shall fill the vacancy. Vacancies occurring in offices of officers appointed at the discretion of the board may or may not be filled as the board shall determine.

### **SECTION 6. DUTIES OF PRESIDENT/CEO**

The President is the chief executive officer of the corporation and shall, subject to the control of the members of the board, supervise and control the affairs of the corporation and the activities of the officers. He or she shall perform all duties incident to his or her office and such other duties as may be required by law, by the Articles of Incorporation, or by these Bylaws, or which may be prescribed from time to time by the Member of the board. Unless another person is specifically appointed as Chairperson of the Board, the President shall preside at all meetings of the Members of the Board and, if this corporation has members, at all meetings of the members. Except as otherwise expressly provided by law, by the Articles of Incorporation, or by these Bylaws, he or she shall, in the name of the corporation, execute such deeds, mortgages, bonds, contracts, checks, or other instruments which may from time to time be authorized by the Members of the Board. The Founder/CEO reserves the right to make final decision regarding any business matters associated with the school.

### **SECTION 7. DUTIES OF VICE PRESIDENT**

In the absence of the President, or in the event of his or her inability or refusal to act, the Vice President shall perform all the duties of the President, and when so acting shall have all the



powers of, and be subject to all the restrictions on, the President. The Vice President shall have other powers and perform such other duties as may be prescribed by law, by the Articles of Incorporation, or by these Bylaws, or as may be prescribed by the Members of the Board.

## **SECTION 8. DUTIES OF SECRETARY**

The Secretary shall:

Certify and keep at the principal office of the corporation the original, or a copy, of these Bylaws as amended or otherwise altered to date.

Keep at the principal office of the corporation or at such other place as the board may determine, a book of minutes of all meetings of the directors, and, if applicable, meetings of committees and of members, recording therein the time and place of holding, whether regular or special, how called, how notice thereof was given, the names of those present or represented at the meeting, and the proceedings thereof.

See that all notices are duly given in accordance with the provisions of these Bylaws or as required by law.

Be custodian of the records and of the seal of the corporation and affix the seal, as authorized by law or the provisions of these Bylaws, to duly executed documents of the corporation.

Keep at the principal office of the corporation a membership book containing the name and address of each and any members, and, in the case where any membership has been terminated, he or she shall record such fact in the membership book together with the date on which such membership ceased.

Exhibit at all reasonable times to any director of the corporation, or to his or her agent or attorney, on request therefore, the Bylaws, the membership book, and the minutes of the proceedings of the directors of the corporation.

In general, perform all duties incident to the office of Secretary and such other duties as may be required by law, by the Articles of Incorporation, or by these Bylaws, or which may be assigned to him or her from time to time by the Board of Directors.

## **SECTION 9. DUTIES OF TREASURER**

The Treasurer shall:

Have charge and custody of, and be responsible for, all funds and securities of the corporation, and deposit all such funds in the name of the corporation in such banks, trust companies, or other depositories as shall be selected by the Board of Directors.

Receive, and give receipt for, monies due and payable to the corporation from any source whatsoever.

Disburse, or cause to be disbursed, the funds of the corporation as may be directed by the members of the Board, taking proper vouchers for such disbursements.

Keep and maintain adequate and correct accounts of the corporation's properties and business transactions, including accounts of its assets, liabilities, receipts, disbursements, gains and losses.

Exhibit at all reasonable times the books of account and financial records to any member of the corporation, or to his or her agent or attorney, on request therefore.

Render to the CEO/President and members, whenever requested, an account of any or all of his or her transactions as Treasurer and of the financial condition of the corporation.

Prepare, or cause to be prepared, and certify, or cause to be certified, the financial statements to be included in any required reports.

In general, perform all duties incident to the office of Treasurer and such other duties as may be required by law, by the Articles of Incorporation of the corporation, or by these Bylaws, or which may be assigned to him or her from time to time by the Members of the Board.

## **SECTION 10. COMPENSATION**

The salaries of the CEO/President/Director and officers, if any, shall be fixed from time to time by resolution of the Members of the Board. In all cases, any salaries received by officers of this corporation shall be reasonable and given in return for services actually rendered to or for the corporation.

## **ARTICLE 5 COMMITTEES**

### **SECTION 1. EXECUTIVE COMMITTEE**

The Members of the Board may, by a majority vote of its members, designate an Executive Committee consisting of three (3) board members and may delegate to such committee the powers and authority of the board in the management of the business and affairs of the corporation, to the extent permitted, and except as may otherwise be provided, by provisions of law.

By a majority vote of its members, the board may at any time revoke or modify any or all of the Executive Committee authority so delegated, increase or decrease, but not below two (2), the number of the members of the Executive Committee, and fill vacancies on the Executive Committee from the members of the board. The Executive Committee shall keep regular minutes of its proceedings, cause them to be filed with the corporate records, and report the same to the board from time to time as the board may require.

## **SECTION 2. OTHER COMMITTEES**

The corporation shall have such other committees as may from time to time be designated by resolution of the Member of the Board. These committees may consist of persons who are not also members of the board and shall act in an advisory capacity to the board.

## **SECTION 3. MEETINGS AND ACTION OF COMMITTEES**

Meetings and action of committees shall be governed by, noticed, held and taken in accordance with the provisions of these Bylaws concerning meetings of the Members of the Board, with such changes in the context of such Bylaw provisions as are necessary to substitute the committee and its members for the Board of Directors and its members, except that the time for regular and special meetings of committees may be fixed by resolution of the Members of the Board or by the committee. The Members of the Board may also adopt rules and regulations pertaining to the conduct of meetings of committees to the extent that such rules and regulations are not inconsistent with the provisions of these Bylaws.

## **ARTICLE 6 EXECUTION OF INSTRUMENTS, DEPOSITS AND FUNDS**

### **SECTION 1. EXECUTION OF INSTRUMENTS**

The Members of the Board, except as otherwise provided in these Bylaws, may by resolution authorize any officer or agent of the corporation to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances. Unless so authorized, no officer, agent, or employee shall have any power or authority to bind the corporation by any contract or engagement or to pledge its credit or to render it liable monetarily for any purpose or in any amount.

### **SECTION 2. CHECKS AND NOTES**

Except as otherwise specifically determined by resolution of the Members of the Board, or as otherwise required by law, checks, drafts, promissory notes, orders for the payment of money, and other evidence of indebtedness of the corporation shall be signed by the Treasurer and countersigned by the CEO/President/Director of the corporation.

### **SECTION 3. DEPOSITS**

All funds of the corporation shall be deposited from time to time to the credit of the corporation in such banks, trust companies, or other depositories as the Members of the Board may select.

### **SECTION 4. GIFTS**

The Members of the Board may accept on behalf of the corporation any contribution, gift, bequest, or devise for the nonprofit purposes of this corporation.

## **ARTICLE 7 CORPORATE RECORDS, REPORTS AND SEAL**

### **SECTION 1. MAINTENANCE OF CORPORATE RECORDS**

The corporation shall keep at its principal office:

(a) Minutes of all meetings of directors, committees of the board and, if this corporation has members, of all meetings of members, indicating the time and place of holding such meetings, whether regular or special, how called, the notice given, and the names of those present and the proceedings thereof;

(b) Adequate and correct books and records of account, including accounts of its properties and business transactions and accounts of its assets, liabilities, receipts, disbursements, gains and losses;

(c) A record of its members, if any, indicating their names and addresses and, if applicable, the class of membership held by each member and the termination date of any membership;

(d) A copy of the corporation's Articles of Incorporation and Bylaws as amended to date, which shall be open to inspection by the members, if any, of the corporation at all reasonable times during office hours.

### **SECTION 2. CORPORATE SEAL**

The Board of Directors may adopt, use, and at will alter, a corporate seal. Such seal shall be kept at the principal office of the corporation. Failure to affix the seal to corporate instruments, however, shall not affect the validity of any such instrument.

### **SECTION 3. MEMBERS' INSPECTION RIGHTS**

The corporation members shall have the absolute right at any reasonable time to inspect and copy all books, records and documents of every kind and to inspect the physical properties of the corporation and shall have such other rights to inspect the books, records and properties of this corporation as may be required under the Articles of Incorporation, other provisions of these Bylaws, and provisions of law.

(a) To inspect and copy the record of all members' names, addresses and voting rights, at reasonable times, upon written demand on the Secretary of the corporation, which demand shall state the purpose for which the inspection rights are requested.

(b) To obtain from the Secretary of the corporation, upon written demand on, and payment of a reasonable charge to, the Secretary of the corporation, a list of the names, addresses and voting rights of those members entitled to vote for the election of directors as of the most recent record date for which the list has been compiled or as of the date specified by the member subsequent to the date of demand. The demand shall state the purpose for which the list is requested. The membership list shall be made within a reasonable time after the demand is received by the Secretary of the corporation or after the date specified therein as of which the list is to be compiled.

(c) To inspect at any reasonable time the books, records, or minutes of proceedings of the members or of the board or committees of the board, upon written demand on the Secretary of the corporation by the member, for a purpose reasonably related to such person's interests as a member.

Members shall have such other rights to inspect the books, records and properties of this corporation as may be required under the Articles of Incorporation, other provisions of these Bylaws, and provisions of law.

## **SECTION 5. RIGHT TO COPY AND MAKE EXTRACTS**

Any inspection under the provisions of this Article may be made in person or by agent or attorney and the right to inspection shall include the right to copy and make extracts.

## **SECTION 6. PERIODIC REPORT**

The members of the board shall cause any annual or periodic report required under law to be prepared and delivered to an office of this state or to the members, if any, of this corporation, to be so prepared and delivered within the time limits set by law.

## **ARTICLE 8 IRC 501(c)(3) TAX EXEMPTION PROVISIONS**

### **SECTION 1. LIMITATIONS ON ACTIVITIES**

No substantial part of the activities of this corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation [except as otherwise provided by Section 501(h) of the Internal Revenue Code], and this corporation shall not participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of, or in opposition to, any candidate for public office.

Notwithstanding any other provisions of these Bylaws, this corporation shall not carry on any activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code, or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code.

### **SECTION 2. PROHIBITION AGAINST PRIVATE INUREMENT**

No part of the net earnings of this corporation shall inure to the benefit of, or be distributed to, its members, directors or trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes of this corporation.

### **SECTION 3. DISTRIBUTION OF ASSETS**

Upon the dissolution of this corporation, its assets remaining after payment, or provision for payment, of all debts and liabilities of this corporation shall be distributed for one or more exempt purposes within the meaning of Section 510(c)(3) of the Internal Revenue Code or shall

be distributed to the federal government, or to a state or local government, for a public purpose. Such distribution shall be made in accordance with all applicable provisions of the laws of this state.

#### **SECTION 4. PRIVATE FOUNDATION REQUIREMENTS AND RESTRICTIONS**

In any taxable year in which this corporation is a private foundation as described in Section 509(a) of the Internal Revenue Code, the corporation 1) shall distribute its income for said period at such time and manner as not to subject it to tax under Section 4942 of the Internal Revenue Code; 2) shall not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Code; 3) shall not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code; 4) shall not make any investments in such manner as to subject the corporation to tax under Section 4944 of the Internal Revenue Code; and 5) shall not make any taxable expenditures as defined in Section 4945(d) of the Internal Revenue Code.

#### **ARTICLE 9 AMENDMENT OF BYLAWS**

##### **SECTION 1. AMENDMENT**

Subject to the power of the members, if any, of this corporation to adopt, amend or repeal the Bylaws of this corporation and except as may otherwise be specified under provisions of law, these Bylaws, or any of them, may be altered, amended, or repealed and new Bylaws adopted by approval of the Board of Directors.

#### **ARTICLE 10 CONSTRUCTION AND TERMS**

If there is any conflict between the provisions of these Bylaws and the Articles of Incorporation of this corporation, the provisions of the Articles of Incorporation shall govern.

Should any of the provisions or portions of these Bylaws be held unenforceable or invalid for any reason, the remaining provisions and portions of these Bylaws shall be unaffected by such holding.

All references in these Bylaws to the Articles of Incorporation shall be to the Articles of Incorporation, Articles of Organization, Certificate of Incorporation, Organizational Charter, Corporate Charter, or other founding document of this corporation filed with an office of this state and used to establish the legal existence of this corporation.

All references in these Bylaws to a section or sections of the Internal Revenue Code shall be to such sections of the Internal Revenue Code of 1986 as amended from time to time, or to corresponding provisions of any future federal tax code.

#### **ADOPTION OF BYLAWS**

We, the undersigned, are all of the initial members or incorporations of this corporation, and we consent to, and hereby do, adopt the foregoing Bylaws, consisting of fifteen (15) preceding pages, as the Bylaws of this corporation.

Dated: \_\_\_\_\_

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APPENDIX G

**EVELYN P. MACK**

Resume

6850 Monroe Road  
Charlotte, NC 28212  
704-535-8304

**OBJECTIVE**

To be an effective leader in the community and to help others become self starters in the area of education. To teach and train them to become major contributors and productive leaders in our society making a difference in the lives of others.

**PROFILE**

- Highly qualified leadership ability, and knowledgeable in the field of education
- Skilled in teaching and conducting phonics workshops
- Experienced as an effective leader in the areas of education administration
- Skilled in interviewing and hiring teachers
- Self motivated and goal oriented
- Accepts challenges and meets objectives

**EMPLOYMENT HISTORY**

1997-To Present - Current CEO and Founder of Evelyn Mack Academy- Charlotte NC

- Administrate the day to day operations of Evelyn Mack Academy Grades K-12<sup>th</sup>
- Supervise and evaluate teachers who work at Charlotte Mecklenburg Schools Truancy Centers
- Instruct and conduct reading workshops
- Tutor children who struggle with reading
- Conduct monthly staff meetings
- Interview and hire staff members
- Handle discipline problems
- Assessment coordinator
- Conduct interviews with prospective students and parents during enrollment

2005-2008 Currently manage a contract with CMS Safe /school Suspension Center

- Responsible for hiring teachers for the six suspensions centers
- Conducted staff development training and workshops for teachers
- Responsible for observation and evaluation
- Worked with the students in teaching life skills
- Assisted teachers in any way they need assistance

1993-1995- Worked with Charlotte Mecklenburg Schools as a Keyboarding teacher

- Created computer lesson plans for students in grades 7-9<sup>th</sup>
- Taught Business and Leadership classes
- Managed the daily operation of a small business in the school operated by students

1986-1988- Law Enforcement Office

- Worked for the City of Charlotte as a Law Enforcement Officer
- Patrolled the streets, enforced the law, and protected the citizens of Charlotte



**1989-1993- Started Evelyn Mack Learning Center**

- Tutored students who were having difficulties in reading, spelling and math
- Interviewed and hired teachers for afternoon tutoring
- Managed the daily operation of the business
- Conducted phonics workshops for teachers in local and surrounding school system

**1986-1988- Law Enforcement Office**

- Worked for the City of Charlotte as a Law Enforcement Officer
- Patrolled the streets of Charlotte and enforced the laws
- Answered calls, handled complaints, and wrote reports

**1996-1997- Central Piedmont Community College**

- Taught patrol operations classes

**1980-1982- Iowa Public Schools**

- Taught Business English, Introduction to Business and Salesmanship

**1976-1979- Worked on Masters in Education Administration- Received BS Education Administration**

- Taught school for Decatur Public Schools

**1980-1981 -Ankeny Community College-Ankeny, Iowa**

- Taught Business English
- Taught Business Machines and 10-key operation

**EDUCATION**

**Graduated from Bethune-Cookman College received BS Degree in Business Education; Graduated from Eastern Illinois University received Master of Science Degree in Educational Administration**

**Professional training, presentations and other experience**

- Received Accreditation from NIPSA National Private School Association
- Received Discover Intensive Phonics certificate of Completion
- Received certificate of recognition for participating in Career Fair for CMS Students
- Who's Who in Business Leadership
- Excellence in Education Award
- Co-Chair for Maya Angelou Women Who Lead Luncheon presented UNCF
- Classroom teacher
- Private tutor
- Instructor at community colleges
- Law Enforcement Officer for City of Charlotte
- Coordinator for Phonics workshops
- Resource teacher
- Adjunct Faculty at Ankeny Community College
- Director of Drop-out prevention with CMS

APPENDIX G

# ANGELA Y. TAYLOR

Improving Performance • Enhancing Programs • Inspiring Systemic Change

834 Corwin Drive, Charlotte, NC 28213  
(704) 597-0280 h, (704) 819-8820 c  
angelataylor834@yahoo.com

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## EXPERIENCED EDUCATOR

*...dedicated to guiding students to succeed while inspiring an insatiable passion for learning and reading*

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**Objective:** To use my knowledge, experience and nurturing to help teachers find that fragile balance between moral purpose that influences them to teach, with the tools that make the difference.

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## HIGHLIGHTED PROFESSIONAL TEACHING EXPERIENCE

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**IRWIN AVENUE OPEN/ IB ELEMENTARY**  
Charlotte-Mecklenburg Schools

August 1974 – June 2005

- Grades 4-6 Combination/ Team 1974-1976
  - Grades 4-5 Combination/ Team 1976-1988 & 1994-1997
  - Grades 3-5 Combination/ Team 1988-1994
  - Grade 5 Team 1997-2005
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## OTHER WORK EXPERIENCE

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**Book Pager/ Assistant Children's Librarian**

Charlotte/ Mecklenburg Public Library

**SAFEKEEPING CLERK**

Wachovia Bank and Trust Co.

**CLERICAL ASSISTANT**

Pennsylvania Liquor Control Board

**SUMMER ADMINISTRATIVE ASSISTANT**

Haven United Methodist Church

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## EDUCATION

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**UNIVERSITY of NORTH CAROLINA at CHARLOTTE**  
Masters of Education

May 1988

**JOHNSON C. SMITH UNIVERSITY**  
Bachelor of Arts

May 1974

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## CERTIFICATIONS

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B.A. Certification – Grades K-6, M.Ed. Certification – Grades 4-9,  
Certified Mentor Trainer

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## ACHIEVEMENTS

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- Demonstration Classroom for ASCD (Association for Supervision and Curriculum Development) Interdisciplinary teaching.
  - Demonstration Classroom for NT Testing in Princeton, NJ.
  - Featured in April 2000 Educational Leaders Magazine.
  - 1988 Coca Cola Teacher of the Year – Charlotte Post Newspaper.
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- Recipient of 21<sup>st</sup>. CCLC Title I grant 2010. (4 Year Program)
- National Science Curriculum Project for High Ability Learners – Sponsored by the College of William and Mary.
- Master’s Project on Arts/ Critical Thinking presented at NC Arts Educator’s Convention 1988.
- Presented Master’s Project at National Arts Educators Convention 1989.
- International Art Educators Association – Egypt 1990 (Presented via video).
- Completed National Board Process, lacking 8 points to pass test.
- Arts Alive: Opera Carolina Institute – Summers of 1999 and 2003 (produced student operas each of those school years.

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### COMMUNITY SERVICE

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**SYLVAN LEARNING CENTER – Site Coordinator**  
**21<sup>st</sup> CENTURY TITLE I SUMMER ENRICHMENT CAMP – Site Coordinator**  
**PUBLIC LIBRARY STORYTELLING FESTIVAL – Storyteller**  
**Served on Irwin Avenue Park and Recreation Administrative Board – 2 years**  
**Served on Open/ IB Task Force**

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### ACTIVITIES & INTEREST

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**Zeta Phi Beta Sorority, Inc. ( Deta Zeta Graduate Chapter )**  
**Alumni – Johnson C. Smith University**  
**Saint Stephens Gleaning Society**  
**Freelance artistic creations for all occasions ( Banquets, Weddings, Parties, Performances, etc. )**

