

# CHARTER SCHOOL BOARD MEMBER INFORMATION FORM

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

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

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

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

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

## Background

1. Name of charter school on whose Board of Directors you intend to serve: First State Military Academy
2. First name: Cristofer Scott Kidner  
Home Address: 3 Shinnecock Road, Dover DE 19904  
Business Name and Address: C. S. Kidner Associates  
9 E. Loockerman Street, Suite 309  
Dover DE 19901  
  
Telephone No.: 302/734-4486  
E-mail address: csk@kidner.com
3. Brief educational and employment history. (No narrative response is required if resume and professional biography are attached.)  
☒ X Resume and professional biography are attached.
4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). Listed on resume.
5. Why do you wish to serve on the board of the proposed charter school? I am of the firm belief that bringing a proven model of education, such as DMA, combined with project based learning to Kent County is important for not only parents, but also for kids that cannot get this type of education in the lower part of the State.

6. What is your understanding of the appropriate role of a public charter school board member? Our principal focus is the fiduciary strength of the school, and to provide oversight and support to our school leader (Commandant) that ensures our cadets are ready for the next phase of their lives as productive citizens.
7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member. As indicated earlier, I have served on many non-profit boards, and as the founding chair, have been personally engaged in this process since the inception of replicating/modeling DMA in Kent County.
8. Describe the specific knowledge and experience that you would bring to the board. Very familiar with board governance, rules, and organization. Also specifically aware of the military code of conduct and operations, having served almost 14 years in the US Army as an officer.
9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application. x Yes ☐ No

#### **School Mission and Program**

1. What is your understanding of the school's mission and guiding beliefs? We are establishing a full-time JROTC high school that will educate our cadets in an environment that is demanding mentally, and challenges our cadets to become prepared for college, military academies, or to enter the workforce.
2. What is your understanding of the school's proposed educational program? We will combine a full-time JROTC program that brings a culture of service, discipline, and honor, that will be combined with project based learning, specifically, New Tech. The combination of these proven, demanding, and real world innovative educational models will be a first for Delaware, and first for a charter school.
3. What do you believe to be the characteristics of a successful school? First and foremost the school culture is paramount. That expectations are set high and our cadets fully know what is expected of them and what they in turn can expect from their teachers and the school leader. Respect of themselves, their peers, and their instructors is the cornerstone of that culture.
4. How will you know that the school is succeeding (or not) in its mission? If there are more cadets wishing to get in than seats available; Ongoing review of critical numbers in academics, engagement and finances, and a constant improvement in school test scores, acceptance into 4 yr colleges, and job placements.

#### **Governance**

1. Describe the role that the board will play in the school's operation. Minimal at most. The Board will hire a school leader; it will be their job to run the school.
2. Provide a forecast of where you see the school after its first year of operation and then again in four years. First year ends with meeting state standards and running in the black. By year four we have a waiting list, exceed state standards, prepared for renewal, and are prepared to expand the school.

3. What specific steps do you think the charter school board will need to take to ensure that the school is successful? Hire the school leader that understands the vision and can execute on that vision for our students that choose this learning environment here in Kent County.
4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school? Immediately seek a formal review of the issues by an outside source (depending on the severity and if school funds were involved), and then address the issue with board member. If it is unresolved, then seek the removal of board member if they do not resign.

#### Disclosures

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.  
☐ I / we do not know any such board members. ☒ Yes Having served with virtually everyone on the current founding board since our inception.
2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.  
☐ I / we do not know any such employees. ☒ Yes We have one board member that is a former Charter head of school and two members of our founding committee that are teachers.
3. Indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee, or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.  
☐ I / we do not know any such persons. ☒ Yes Currently we have contracted with Innovative Schools, and may again if the Charter Application is approved.
4. Indicate if you, your spouse, or other immediate family members have any ownership or financial interest in the charter school, including but not limited to the building and real property to be used in the operation of the charter school, or anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of your ownership or financial interest in the school and/or the business that is being or will be conducted.  
☒ I / we do not anticipate conducting any such business. ☐ Yes
5. If the school intends to contract with a Charter Management Company indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.  
☐ Not applicable because the school does not intend to contact with a Charter Management Company.  
☐ I / we do not know any such persons. ☒ Yes As mentioned earlier, the Board has met numerous individuals connected with, or are employees of Innovative Schools.
6. If the school contracts with a Charter Management Company, please indicate whether you, your spouse, or other immediate family members have a direct or indirect ownership, employment,

contractual, or management interest in the provider. For any interest indicated, provide a detailed description.

☐ N/A ☒ I / we have no such interest. ☐ Yes

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

☐ N/A ☐ I / we or my family do not anticipate conducting any such business. ☒ Yes As a member of the Board of the charter school, and currently contracted with IS, we may again be contracting with IS for CMO support.

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

☒ Does not apply to me, my spouse, or family ☐ Yes

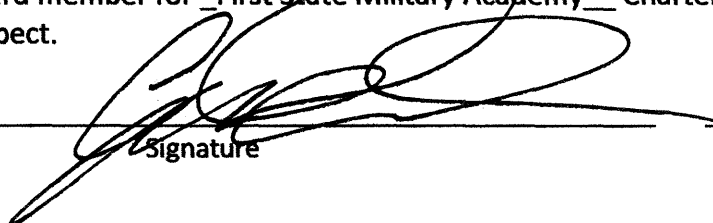
10. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to, exist should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.

☒ None ☐ Yes

---

#### Certification

I, C. Scott Kidner, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective board member for First State Military Academy Charter School is true and correct in every respect.

  
Signature

28 Nov 2012  
Date



## CHARTER SCHOOL BOARD MEMBER INFORMATION FORM

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

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

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

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

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

### Background

1. Name of charter school on whose Board of Directors you intend to serve: First State Military Academy
2. Full name: Christopher Weeks  
Home Address: 20897 South Avenue, Rehoboth Beach, DE 19971  
Business Name and Address: 309 South Governors Avenue, Dover, DE 19904  
  
Telephone No.: 302-853-2404  
E-mail address: cweeks@beckermorgan.com
3. Brief educational and employment history. (No narrative response is required if resume and professional biography are attached.)  
☒ Resume and professional biography are attached.
4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☐ Does not apply to me. ☒ Yes
5. Why do you wish to serve on the board of the proposed charter school? *I believe in the mission and vision of the school and would like to offer my experience and expertise to support the effort.*
6. What is your understanding of the appropriate role of a public charter school board member? *I believe that the role of a charter school board member is to provide financial oversight and strategic planning to ensure charter renewal.*



7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member. *I currently serve as a board member on Rehoboth Beach Dewey Beach Chamber of Commerce (2003-Present), Lewes Rehoboth Meals on Wheels (2003-Present) and Sussex Economic Development Action Committee (2012-Present). I also serve as a Trustee for Mariners Bethel United Methodist Church (2012-Present). Previously, I served on Destination Station Center Board (2008-2010)*
8. Describe the specific knowledge and experience that you would bring to the board. *My professional career has included design and construction of schools, financial oversight of for profit, multimillion dollar businesses and human resource management of as many as 125 employees.*
9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application. ☒ Yes ☐ No

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs? *The mission of The First State Military Academy is to provide educational experience that focuses on developing the intellectual, physical and emotional growth of our Cadets.*
2. What is your understanding of the school's proposed educational program? *The New Tech Model is a project based learning environment that incorporates blended classes and enhances the learning experience through the use of technology. Trust, Respect and Responsibility are the cultural tenets of New Tech.*
3. What do you believe to be the characteristics of a successful school? *Open and honest communication between all stakeholders, administration, faculty, parent and student, to ensure that expectations are met and graduates have the tools to succeed in later life.*
4. How will you know that the school is succeeding (or not) in its mission? *The school will be financially sound and students are performing at above average rates.*

### Governance

1. Describe the role that the board will play in the school's operation. *It is the Board's responsibility to ensure fiscal health and student performance and to plan strategically to reach and sustain optimal performance so as to ensure charter renewal.*
2. Provide a forecast of where you see the school after its first year of operation and then again in four years. *After year one I expect a breakeven financial position, with approximately 85-90% of our students above state performance standards. By year four, I would expect a growing financial reserve of 20% operating expense and greater than 90% student performance standard.*
3. What specific steps do you think the charter school board will need to take to ensure that the school is successful? *The board needs to take an active role in recruiting and fundraising to ensure success.*



4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school? *There are provisions in the by-laws to direct such actions.*

#### Disclosures

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

☐ I / we do not know any such board members. ☒ Yes

*I know several Board members as professional colleagues in the construction industry.*

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

☐ I / we do not know any such employees. ☒ Yes

*I answered yes because my wife and I know many teachers and administrators throughout the state; having said that, we do not know any First State Military Academy employees as none yet exist.*

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

☐ I / we do not know any such persons. ☒ Yes

*I assume the school will need design and construction services so it is highly likely that I will know people from the firms doing the work.*

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

☐ I / we do not anticipate conducting any such business. ☒ Yes

*As a professional design firm that regularly designs schools in Delaware, it is possible that my firm will at some point offer those services to FSMA.*

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

☐ Not applicable because the school does not intend to contact with a Charter Management Company.

☐ I / we do not know any such persons. ☒ Yes

*I do now know several employees of Innovative Schools, but the relationship began when they were hired as consultants to assist with our application. I did not know them previously.*



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

☐ N/A ☒ I / we have no such interest. ☐ Yes

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

☐ N/A ☐ I / we or my family do not anticipate conducting any such business. ☒ Yes

*As previously stated, my employer is a professional design firm that regularly designs schools. It is possible that my firm will conduct business in the future.*

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

☐ Does not apply to me, my spouse, or family ☒ Yes

*The word partnering is confusing to me. As indicated, I work for a firm that designs schools, it is therefore possible that my firm could provide services, either for a fee or pro bono.*

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

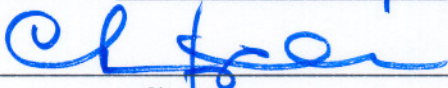
☒ None ☐ Yes

*I would abstain from any voting that may cause or cause the appearance of any conflict of interest.*

---

#### Certification

I, CHRISTOPHER WEEKS, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective board member for FIRST STATE MILITARY ACADEMY Charter School is true and correct in every respect.

  
\_\_\_\_\_  
Signature

11/29/12  
\_\_\_\_\_  
Date



# CHARTER SCHOOL BOARD MEMBER INFORMATION FORM

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

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

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

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

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

## Background

1. Name of charter school on whose Board of Directors you intend to serve: First State Military Academy
2. Full name: Karen Rachelle DeLissio  
Home Address: 212 Casper Way, Middletown, DE 19709  
Business Name and Address: The Boeing Company, Rte 291 & Stewart Ave, Ridley Park, PA 19078  
  
Telephone No.: 302-378-1312  
E-mail address: karen.delissio@gmail.com
3. Brief educational and employment history. (No narrative response is required if resume and professional biography are attached.)  
☒ Resume and professional biography are attached.
4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☒ Does not apply to me. ☐ Yes
5. Why do you wish to serve on the board of the proposed charter school? I believe a military charter school combined with the New Tech education model provides a unique environment for young men and women. Having graduated from the United States Military Academy, I have personally experienced how structure and leadership opportunities that are unique to a military culture can embrace and propel students for success that in another environment might be lost. I believe in this idea and want to provide any assistance I can to see it succeed for the betterment of our communities and Delaware.

6. What is your understanding of the appropriate role of a public charter school board member? To provide vision and strategic planning, financial oversight, compliance to educational reporting requirements, promote community awareness and relationship, and to ensure students are graduating with the necessary skills to compete in workforce or gain acceptance to institutions of higher education.
7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.  
This is the first board I have had the privilege to serve. I believe I can be an effective board member due to several factors:
- a. My experience of attending and graduating from West Point provides me with a unique perspective of education in a military academy with the highest demands on education and leadership.
  - b. My experience teaching adult continuing education, undergraduate courses, and graduate courses provides me with insight on the demands it takes to be an effective instructor.
  - c. My graduate degree focused on using technology in education, and my master's thesis involved interviewing several colleges on how technology was utilized to improve curriculum.
  - d. My position as a systems engineer with Boeing requires me to develop schedules and milestones on a routine basis and lead and organize engineering teams to meet those objectives.
8. Describe the specific knowledge and experience that you would bring to the board. Same as item 7 above.
9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application. ☒ Yes ☐ No

### **School Mission and Program**

1. What is your understanding of the school's mission and guiding beliefs?  
FSMA will reflect the culture and community of Kent County and create a charter high school that provides cadets with strong academics, while instilling a sense of discipline, duty and leadership. The mission of the First State Military Academy is to provide an educational experience that focuses on developing the intellectual, physical and emotional growth of its cadets. Through an environment of academic rigor, military discipline, citizenship, leadership and the application of strong moral values, graduates will develop respect for themselves, those on whom they depend, and those that depend on them, ensuring successful entry into adult life.
2. What is your understanding of the school's proposed educational program?  
FSMA is in partnership with Innovative Schools to use the New Tech curriculum which uses relevant project based exercises to fulfill the state educational requirements. It is a curriculum that is proven to capitalize on teamwork, technology, project management, and communication – all key skills in the current work force.
3. What do you believe to be the characteristics of a successful school?
- a. Financially sound
  - b. Parent and community involvement



- c. Teachers that continue to improve skills
  - d. Students graduate and successfully obtain employment or college admission
4. How will you know that the school is succeeding (or not) in its mission?
- a. Tracking student enrollment
  - b. Tracking teacher attrition
  - c. Understanding how many families are involved with the school.
  - d. Understanding student demographics
  - e. Tracking student academic scores and monitoring for improvement.
  - f. Measuring if the budget is meeting the established plan

## **Governance**

1. Describe the role that the board will play in the school's operation.  
The board's role is to ensure the operation of the school by the administrators is compliant with state standards, in alignment with the strategic plan, the budget is meeting projections, academic standards are being achieved, the school culture is nourished, and that the community is involved.
2. Provide a forecast of where you see the school after its first year of operation and then again in four years.
  - a. One-year milestone:
    - Meet state standards
    - Retain 80% of first-year students
    - Operate within the financial budget
  - b. Four-year milestone:
    - Exceed state standards
    - Retain 80% of first-year students
    - Admission demands exceed enrollment numbers
    - 99% graduation rate
    - 95% college acceptance rate
    - Operate within the financial budget
    - Surplus budget maturity to start considering capital improvements
3. What specific steps do you think the charter school board will need to take to ensure that the school is successful?
  - a. Establish policies and procedures.
  - b. Create a culture that expects reports from school administrators.
  - c. Create a culture that embraces change as necessary to meet the school's vision and plan.
  - d. Involve the local community.
4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?
  - a. Address the individual(s).
  - b. Bring the matter to the attention of the President of the Board.
  - c. Depending on the board member(s) transgression:
    - i. Call for resignation

- ii. Report the offense to local law enforcement

### Disclosures

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

☐ I / we do not know any such board members. ☒ Yes

a. Tony Janairo and I have been members of the West Point Society of Delmarva for approximately five years.

b. The majority of board members have been meeting for approximately two years planning for this Charter School. All other relationships with the board have been through this common objective.

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

☐ I / we do not know any such employees. ☒ Yes

Other than the parent/teacher relationship of our 3 children, we do not have daily contact with any school employee. My niece is a teacher in the Tennessee school system.

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

☒ I / we do not know any such persons. ☐ Yes

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

☒ I / we do not anticipate conducting any such business. ☐ Yes

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

☐ Not applicable because the school does not intend to contact with a Charter Management Company.

☒ I / we do not know any such persons. ☐ Yes

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

☐ N/A ☒ I / we have no such interest. ☐ Yes



7. If the school plans to contract with a Charter Management Company, indicate if you, your spouse, or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.  
☐ N/A ☒ I / we or my family do not anticipate conducting any such business. ☐ Yes
8. Indicate whether you, your spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.  
☐ Does not apply to me, my spouse, or family ☒ Yes  
Because the school will be a full-time JROTC program, my husband is a Colonel in the US Army Reserve. However, he is not currently assigned in a position with Cadet Command.
10. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to, exist should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.  
☒ None ☐ Yes

---

#### Certification

I, KAREN R. DELISSIO, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective board member for FSMA Charter School is true and correct in every respect.

Karen R. Delissio  
Signature

11/30/2012  
Date

## CHARTER SCHOOL BOARD MEMBER INFORMATION FORM

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

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

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

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

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

### Background

1. Name of charter school on whose Board of Directors you intend to serve:  
First State Military Academy
2. Full name: Manuel J. Cuesta  
Home Address: 56 n. Timothy Ct, Dover De 19904  
Business Name and Address: DelDOT, 800 Bay rd Dover, De 19902  
Telephone No.: 302 760 2609  
E-mail address: manuel.cuesta@state.de.us
3. Brief educational and employment history. (No narrative response is required if resume and professional biography are attached.)  
☒ Resume and professional biography are attached.
4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☒ Does not apply to me. ☐ Yes
5. Why do you wish to serve on the board of the proposed charter school?  
To provide the students of Kent county a similar opportunity provided to my son by the Delaware Military Academy.
6. What is your understanding of the appropriate role of a public charter school board member?  
To assist the superintendent with compliance and direction of the school mission.
7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.



With over 30+ yrs of service in both the public and private sector I can present differ views of how to proceed with projects. In addition the experience of my primary education in the South American subsystem can be useful in providing ideas and suggestions on curriculum ideas and matters

8. Describe the specific knowledge and experience that you would bring to the board.  
Technical knowledge in the computer filed and ethnicity compliance in all school matters
9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application. X ☐ Yes ☐ No

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
Provide a structured and discipline educational institution that will allow students to excel.
2. What is your understanding of the school's proposed educational program?  
New technology is anew system that seems to be successful and should d be implemented
3. What do you believe to be the characteristics of a successful school?  
Autonomy from local government in the daily operations, management and curriculum obligations
4. How will you know that the school is succeeding (or not) in its mission?  
By the number of student attending the school. The number of student proceeding to higher education and the attendance records and grades.

### Governance

1. Describe the role that the board will play in the school's operation.  
Oversee direction ans compliance with mission and gverment regulations by superintendent.
2. Provide a forecast of where you see the school after its first year of operation and then again in four years.  
1<sup>st</sup> yr, I expect 250+ student as initial enrollment with full enrollment of 500+ students after 4 yrs
3. What specific steps do you think the charter school board will need to take to ensure that the school is successful?  
Promote, oversee and encourage student, parents and public in general with the benefits a military charter school in Kent County
4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?  
Termination

### Disclosures

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.  
X ☒ I / we do not know any such board members. ☐ Yes
2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

☒ I / we do not know any such employees. ☐ Yes

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

☒ I / we do not know any such persons. ☐ Yes

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

☒ I / we do not anticipate conducting any such business. ☐ Yes

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

☐ Not applicable because the school does not intend to contact with a Charter Management Company.

☒ I / we do not know any such persons. ☐ Yes

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

☒ N/A ☐ I / we have no such interest. ☐ Yes

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

☒ N/A ☐ I / we or my family do not anticipate conducting any such business. ☐ Yes

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

☒ Does not apply to me, my spouse, or family ☐ Yes

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

☒ None ☐ Yes



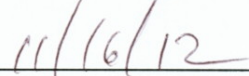
---

Certification

I, Manuel J-CUESTA, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective board member for Testate Military Academy Charter School is true and correct in every respect.



Signature



Date

# CHARTER SCHOOL BOARD MEMBER INFORMATION FORM

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

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

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

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

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

## Background

1. Name of charter school on whose Board of Directors you intend to serve:
2. Full name: Michael D Bennetti  
Home Address: 202 Pebble Valley Dr. Dover, DE 19904  
Business Name and Address: Bennetti-Holmes Insurance 43 Voshell Mill Rd Dover, DE 19904  
  
Telephone No.: (H) 302-735-1530 (W) 302-724-4490 (C) 302-270-0130  
E-mail address: [mbennetti@bennetti-holmes.com](mailto:mbennetti@bennetti-holmes.com) [bennetti5@msn.com](mailto:bennetti5@msn.com)
3. Brief educational and employment history. (No narrative response is required if resume and professional biography are attached.)  
☒ Resume and professional biography are attached.
4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☒ Does not apply to me. ☐ Yes
5. Why do you wish to serve on the board of the proposed charter school? Students and families deserve choices to consider for their kids' education and a Full Time JROTC High School is not currently available in Kent County. I feel strongly that a full time JROTC program is an appropriate option Kent County families should have available.
6. What is your understanding of the appropriate role of a public charter school board member? The role of the board is to develop the guiding principles of the school and make sure the

requirements and standards of the DOE's charter school standards are upheld and obligations to students fulfilled to prepare them for life after High School.

7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member. My past service on Non-Profit boards includes fundraising and promotion as well as serving in leadership roles, managing budgets and communication with leaders & members.
8. Describe the specific knowledge and experience that you would bring to the board. My occupation as an insurance agent provides the experience in risk management and mitigation for businesses and individuals.
9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application. ☒ Yes ☐ No

### **School Mission and Program**

1. What is your understanding of the school's mission and guiding beliefs? Our belief is through academic rigor, military discipline, citizenship, leadership and the application of strong moral values that our cadets/graduates will have developed the respect for themselves, their peers, subordinates and superiors to ensure they successfully enter into the workforce and life in general.
2. What is your understanding of the school's proposed educational program? New Tech's model for Project based learning provides not only the education necessary to complete High School but to have success beyond it. Combined with the Military leadership classes offer through our full time JROTC program, the project based learning, the integration of classes and importance placed on communication, technology and interaction between students, the Cadets will be prepared to succeed in today's workforce.
3. What do you believe to be the characteristics of a successful school? Talented and skilled educators. Adult and student mentors. Clean and safe environment. Active and engaged student body. Respected for academics, leadership, sportsmanship and discipline.
4. How will you know that the school is succeeding (or not) in its mission? Attendance is full and we have a waiting list. Teachers are engaging students and students are becoming solid young adults and citizens.

### **Governance**

1. Describe the role that the board will play in the school's operation. The duty of the board is to select the best choice for commandant and provide them with the tools necessary to run an efficient and effective school.
2. Provide a forecast of where you see the school after its first year of operation and then again in four years. 1<sup>st</sup> year we meet our enrollment objectives and budget needs. Students are performing well on State Tests. In 4 years I see a class of graduating cadets/students prepared to take their next steps and excited about their future. I see a school that is meeting all enrollment objectives, budget

needs and there is a student wait list. I also see discussion of expansion on the horizon.

3. What specific steps do you think the charter school board will need to take to ensure that the school is successful? School leadership is provided with all the tools and the appropriate budget to operate the school and provide for the needs of the teachers & students.
4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school? It's imperative that swift action would be taken regarding any unethical behavior to remove the individual or individuals from the board. All board members are tasked with serving the best interest of the school and more importantly the students.

### Disclosures

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.  
☐ I / we do not know any such board members. ☒ Yes I have come to know the board members as we've been working on this for a couple years now.
2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.  
☐ I / we do not know any such employees. ☒ Yes We have friends who are teachers and guidance counselors.
3. Indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee, or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.  
☒ I / we do not know any such persons. ☐ Yes
4. Indicate if you, your spouse, or other immediate family members have any ownership or financial interest in the charter school, including but not limited to the building and real property to be used in the operation of the charter school, or anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of your ownership or financial interest in the school and/or the business that is being or will be conducted.  
☒ I / we do not anticipate conducting any such business. ☐ Yes
5. If the school intends to contract with a Charter Management Company indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.  
☐ Not applicable because the school does not intend to contact with a Charter Management Company.  
☒ I / we do not know any such persons. ☐ Yes



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

☐ N/A      ☒ I / we have no such interest.      ☐ Yes

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

☐ N/A    ☒ I / we or my family do not anticipate conducting any such business.    ☐ Yes

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

☒ Does not apply to me, my spouse, or family      ☐ Yes

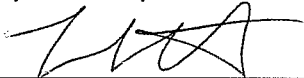
10. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to, exist should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.

☒ None      ☐ Yes

---

### Certification

I, Michael D Bennetti, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective board member for First State Military Academy Charter School is true and correct in every respect.



Signature

12/11/12

Date

**CHARTER SCHOOL BOARD MEMBER INFORMATION FORM***(To be completed individually by each proposed charter school board member)**14 Del. C. § 512 (1), (3), (6) and (9)*

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

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

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

**Background**

1. Name of charter school on whose Board of Directors you intend to serve:  
**First State Military Academy**
2. Full name: Andrea (Andie) Plamondon Davis  
Home Address: 318 Brookdale Drive, Salisbury, MD 21804  
Telephone No.: 410-200-6008  
E-mail address: andiekay@comcast.net  
Business Name and Address: Delaware New Tech Academy, Seaford High School, 399 North Market Street, Seaford, DE 19973  
Telephone No.: 302-629-4587  
E-mail address: [adavis@seaford.k12.de.us](mailto:adavis@seaford.k12.de.us), [www.mrs.davis.net](http://www.mrs.davis.net)
3. Brief educational and employment history. (No narrative response is required if resume and professional biography are attached.)  
☒ Resume and professional biography are attached.
4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☒ Does not apply to me. ☐ Yes
5. Why do you wish to serve on the board of the proposed charter school?  
The First State Military Academy will fulfill a community and student need by offering a disciplined environment enriched with the high academic immersion of the New Tech model. I believe firmly in their mission. As a current New Tech teacher, I have also seen firsthand the impact of New Tech's

PBL, 1:1 computer model in the classroom, and look forward to seeing that success repeated at First State Military Academy.

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

A public charter school board member should be prepared to promote and represent the school's mission, have insights to provide input in to the future plans of the school, participate in reviews of overall rules, policies and expectations, and to contribute to other operational and financial aspects of the school's governance.

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

While I have not been a board member previously, I spent ten years working for and with 501 organizations both in Colorado (The Morris Animal Foundation) and the Delmarva region (Rehoboth Art League, Wicomico Arts Council, Worcester County Arts Council, Salisbury-Wicomico Arts Council, Big Brothers Big Sisters, Junior Achievement, as well as others.) I progressed to the position of Director of Education and Development for the Arts institute and Gallery in Salisbury, MD, where I was responsible for all operations and answered to the Board of Directors. As a teacher, I am familiar with the format of school boards and accountability within the academic model.

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

I am a current teacher in a New Tech academy, which allows me to offer unique insights into the needs of a New Tech school, and the policies that may be affected by that model. In addition, I have advanced degrees both in education and special education, which affords me knowledge not only of school law but of the regulations surrounding students with special needs and accommodations.

9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application. ☒ Yes ☐ No

### **School Mission and Program**

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

The First State Military Academy will provide an academic opportunity that allows students to focus solely on their intellectual, physical and emotional advancement, with the disciplined environment provided by a uniformed, full-time JROTC program. Students will be held accountable for their own academic success, and will learn, both through the New Tech model and their participation in JROTC programs, the values of trust, respect, and personal responsibility, which will offer them a head start in life, regardless of the career path they choose to pursue.

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

The First State Military Academy will be a full-time JROTC academy combined with the PBL, 1:1 technology immersed New Tech Network model for academics. The New Tech Network requires students to work independently in groups through project-based academics, to have at least one combined class per grade level, and to participate in community-wide service and demonstrations of achievement.

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

I believe that there are three main characteristics of a successful school: financial stability led by a

strong and determined board; strong leadership in the form of directors or principals who believe in a clear mission; and carefully selected faculty who are given clear and rigorous expectations to strive for.

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

As with any school, student success will be the first indicator, shown via academic achievement, high attendance rates, and appropriate rates of scoring on state tests. Teacher satisfaction will also indicate success, as will a constant increase in community support and financial stability.

### Governance

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

The school board will be responsible for ensuring that the director or other administrating personnel understands and implements the school's mission and vision. In addition, the board will participate in creating or altering overall school policies as may affect the school community as a whole. While not generally involved in the daily operations of the school itself, the board's decisions, made with values of the school in mind, will continually improve the overall quality of the school and its positive force in the community that surrounds it.

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

After its first year, First State Military Academy will be more fully integrating classes via the New Tech model, and will be showing test scores that indicate student success. I predict that the school will quickly become a model for other charter schools in lower Delaware.

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

At present, the board is making positive choice about its community partners, who are able to offer the support and resources necessary to being the charter school process.

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

Out of respect for the board as a whole and for the transparency of the organization, this issue would be brought for the board to discuss openly and respectfully, and to determine together the best possible outcome.

### Disclosures

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

☐ I / we do not know any such board members. ☒ Yes

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

☐ I / we do not know any such employees. ☒ Yes

I met several board members via their tours of the school in which I currently teach. I am also in

contact with both members of Innovative Schools and the New Tech Network, as a teacher at Delaware New Tech Academy.

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

☐ I / we do not know any such persons. ☒ Yes

As a teacher at Delaware New Tech Academy, I am in contact with both members of Innovative Schools and the New Tech Network.

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

☒ I / we do not anticipate conducting any such business. ☐ Yes

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

☐ Not applicable because the school does not intend to contact with a Charter Management Company.

☐ I / we do not know any such persons. ☒ Yes

As a teacher at Delaware New Tech Academy, I am in contact with both members of Innovative Schools and the New Tech Network.

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

☐ N/A ☒ I / we have no such interest. ☐ Yes

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

☐ N/A ☐ I / we or my family do not anticipate conducting any such business. ☒ Yes

As a teacher at Delaware New Tech Academy, I am in contact with both members of Innovative Schools and the New Tech Network.

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

partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

☐ Does not apply to me, my spouse, or family ☒ Yes

As a teacher at Delaware New Tech Academy, I am in contact with both members of Innovative Schools and the New Tech Network.

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

☒ None ☐ Yes

---

### Certification

I, Andrea Davis, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective board member for First State Military Academy Charter School is true and correct in every respect.

\_\_\_\_\_[electronic signature] AP Davis \_\_\_\_\_  
Signature

\_\_\_\_12/2/12\_\_\_\_\_  
Date

## CHARTER SCHOOL BOARD MEMBER INFORMATION FORM

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

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

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

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

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

### Background

1. Name of charter school on whose Board of Directors you intend to serve:
2. Full name: Dennis J. Dinger  
Home Address: 35542 Hatteras Court, Rehoboth Beach, DE 19971  
Business Name and Address: George & Lynch, Inc.  
150 Lafferty Lane, Dover, DE 19901  
Telephone No.: 302-342-3140  
E-mail address: ddinger@geolyn.com
3. Brief educational and employment history. (No narrative response is required if resume and professional biography are attached.)  
☒ Resume and professional biography are attached.
4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☒ Does not apply to me. ☐ Yes
5. Why do you wish to serve on the board of the proposed charter school? To utilize my personal And professional experience to enable FSMA to become a successful Charter School and give Parents and students a choice in attending a Charter School over a public school in Kent County
6. What is your understanding of the appropriate role of a public charter school board member? The Board is responsible for writing, reviewing and approving policies annually. The Board The Board must also be Fiscally responsible.

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

I currently serve on two (2) additional boards in addition to the Founding Board of FSMA. I serve on the G&L Holdings Board of Directors and the Kent County Advisory Board for WSFS Bank.

8. Describe the specific knowledge and experience that you would bring to the board.  
Utilize my fiscal, personnel and facilities management experience and guidance.
9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application. ☒ Yes ☐ No

#### **School Mission and Program**

1. What is your understanding of the school's mission and guiding beliefs? The mission of FSMA is To provide educational opportunities that focus on developing intellectual, physical and Emotional growth of the cadets. Through an environment of academic rigor, military discipline, Citizenship, leadership and the application of strong moral values, graduates will develop respect For themselves, peers, subordinates and superiors ensuring successful entry into adult life.
2. What is your understanding of the school's proposed educational program?  
FSMA will utilize the New Tech Model for our educational program.
3. What do you believe to be the characteristics of a successful school?  
A successful School has a strong Board that is fiscally responsible and aligned with the Schools Charter.
4. How will you know that the school is succeeding (or not) in its mission?  
FSMA will be a success if the School is in full legal, academic and financial compliance and has The necessary policies and procedures in place to guide the School into the future.

#### **Governance**

1. Describe the role that the board will play in the school's operation. The FSMA Board will hire a school leader who is aligned with the schools mission and vision statement. We will establish committees that review policies and procedures and modify them as needed. We will be fiscally responsible to FSMA.
2. Provide a forecast of where you see the school after its first year of operation and then again in four years. After the initial year at FSMA our first group of cadets will have completed the 9<sup>th</sup> and 10<sup>th</sup> grades utilizing the New Tech educational model. After four years of operation FSMA will have graduated it second class of cadets (this will be the first graduating class to have attended all four years of high school at FSMA.
3. What specific steps do you think the charter school board will need to take to ensure that the school is successful? See item no. 1 under Governance.
4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school? I would confer with the Chairman and Vice Chairman of the FSMA Board of Directors and if necessary have the unethical members removed from the Board.

#### **Disclosures**

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.  
☐ I / we do not know any such board members. ☒ Yes



2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.  
☒ I / we do not know any such employees. ☐ Yes
3. Indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee, or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.  
☒ I / we do not know any such persons. ☐ Yes
4. Indicate if you, your spouse, or other immediate family members have any ownership or financial interest in the charter school, including but not limited to the building and real property to be used in the operation of the charter school, or anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of your ownership or financial interest in the school and/or the business that is being or will be conducted.  
☒ I / we do not anticipate conducting any such business. ☐ Yes
5. If the school intends to contract with a Charter Management Company indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.  
☐ Not applicable because the school does not intend to contact with a Charter Management Company.  
☒ I / we do not know any such persons. ☐ Yes
6. If the school contracts with a Charter Management Company, please indicate whether you, your spouse, or other immediate family members have a direct or indirect ownership, employment, contractual, or management interest in the provider. For any interest indicated, provide a detailed description.  
☐ N/A ☒ I / we have no such interest. ☐ Yes
7. If the school plans to contract with a Charter Management Company, indicate if you, your spouse, or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.  
☐ N/A ☒ I / we or my family do not anticipate conducting any such business. ☐ Yes
8. Indicate whether you, your spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.  
☒ Does not apply to me, my spouse, or family ☐ Yes
10. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to, exist should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.  
☒ None ☐ Yes

**Certification**

I, DENNIS J. DINGER, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective board member for ESMA Charter School is true and correct in every respect.

[Signature]  
Signature

12/18/12  
Date

**CHARTER SCHOOL BOARD MEMBER INFORMATION FORM***(To be completed individually by each proposed charter school board member)**14 Del. C. § 512 (1), (3), (6) and (9)*

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

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

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

**Background**

1. Name of charter school on whose Board of Directors you intend to serve:

**First State Military Academy**

2. Full name: Kevin C. Donnelly

Home Address: 106 South Governors Avenue, Dover, Delaware 19904

Business Name and Address: New Castle Conservation District, 2430 Old County Road,  
Newark, DE 19702

Telephone No.: Home-302-632-1202 Office – 302-832-3100 x125

E-mail address: [kevin.donnelly@state.de.us](mailto:kevin.donnelly@state.de.us)

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

X - Resume and professional biography are attached.

4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☒ Does not apply to me. ☐ Yes

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

Want to assist in providing students and parents with expanded options for high school.



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

As a board member, I have a high degree of responsibility and accountability to ensure that students and parents receive a successful and fulfilling high school experience.

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

I have served in Board leadership levels on a national association and a regional association and believe these experiences enable me to be an effective charter school Board member.

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

I bring knowledge and experience with state government, public funding, and project management.

9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application. ☒ Yes ☐ No

### School Mission and Program

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

That First State Military Academy will provide a unique learning environment that will challenge and develop the intellectual, physical and emotional make up of its students. The students will be provided with daily experiences, examples and expectations of self-discipline, respect, academic and physical rigor, military leadership and citizenship.

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

The proposed New Tech project-based approach to learning and teaching, combined with the proven qualities of a junior ARMY ROTC curriculum, should provide an excellent foundation for a lifetime of success and achievement by FSMA graduates.

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

Characteristics that come to mind include intellectually challenging, clearly articulated expectations for behavior and academic success; welcoming, safe, respectful and supportive environment; energetic and engaging teachers and administrators; supportive and involved parents, guardians and community; a thoughtful, communicative and open board; and an adequately funded, modern and clean school facilities.

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

Success will be measured by gauging the academic achievement of the students, gaining the commitment and support of the teachers and school administration, the school is operated within the limits of its budget and is financially stable, oversight of the school, , being accountable and responsive to the DOE establishing and earning support of the parents, guardians and community

### Governance

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

The Board must set short and long term strategic priorities, measure and track the student performance and academic growth over time, understand and know the financial obligations of the school including the school's cash flow and fundraising requirement;, know and understand the requirements of the charter and the board's reporting responsibilities, and be active participants in ensuring parent, guardian and community involvement.

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

I predict that enrollment will be at 90% of our target at the end of the first year and at full enrollment with a waiting list at the end of four years – student test scores will be equivalent to other charter schools throughout the state. The school will be operated with its forecasted budget for both time periods, parent, guardian and community engagement will be very supportive and teacher and administrator performance will be high and turnover will be low. I predict a very successful full future for FSMA.

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

The Board must continue to market the school to the students and parents of lower New Castle, Kent and Sussex counties, it must finalize the location of the school and obtain the funds to make the physical improvements to the school facilities, and it must a Board member with accounting or auditing background.

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

Act to have the member or members removed from the board and/or report the incident to the appropriate law enforcement authority if the incident was illegal.

#### Disclosures

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

☐ I / we do not know any such board members. ☒ Yes

I have known the Board Chair of FSMA for eight years and consider him a professional associate and friend.

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

☒ I / we do not know any such employees. ☐ Yes

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

☒ I / we do not know any such persons. ☐ Yes

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

☒ I / we do not anticipate conducting any such business. ☐ Yes



5. If the school intends to contract with a Charter Management Company indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.  
☐ Not applicable because the school does not intend to contact with a Charter Management Company.  
☒ I / we do not know any such persons. ☐ Yes
6. If the school contracts with a Charter Management Company, please indicate whether you, your spouse, or other immediate family members have a direct or indirect ownership, employment, contractual, or management interest in the provider. For any interest indicated, provide a detailed description.  
☐ N/A ☒ I / we have no such interest. ☐ Yes
7. If the school plans to contract with a Charter Management Company, indicate if you, your spouse, or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.  
☐ N/A ☒ I / we or my family do not anticipate conducting any such business. ☐ Yes
8. Indicate whether you, your spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.  
☒ Does not apply to me, my spouse, or family ☐ Yes
10. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to, exist should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.  
☒ None ☐ Yes

---

Certification

I, Kevin C. Donnelly, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective board member for First State Military Academy Charter School is true and correct in every respect.

Signature

Date



# CHARTER SCHOOL BOARD MEMBER INFORMATION FORM

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

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

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

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

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

## Background

1. Name of charter school on whose Board of Directors you intend to serve:

First State Military Academy

Full name: Lauren Garcia

Home Address: 22 Maria Lane, Smyrna, DE 19977

Business Name and Address: WSFS Bank, 290 S DuPont Highway, Dover, DE 19901

Telephone No.: 302-741-2400

E-mail address: lgarcia@wsfsbank.com

2. Brief educational and employment history. (No narrative response is required if resume and professional biography are attached.)  
☒ Resume and professional biography are attached.
3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☒ Does not apply to me. ☐ Yes
4. Why do you wish to serve on the board of the proposed charter school?  
I wish to serve on the board of FSMA to assist in the establishment of an alternative form of education in Kent County.
5. What is your understanding of the appropriate role of a public charter school board member?

I understand the role of a public charter school member to be to help create policies, promote the school's vision and purpose and assist the faculty, staff, parents, student and community in providing adequate resources for the school to fulfill its mission

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

Board Member of Delaware 4H Foundation

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

Education and application of Human Resources principles and functions

8. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application. ☒ Yes ☐ No

### **School Mission and Program**

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

The mission of First State Military Academy is to provide an educational experience that focuses on developing the intellectual, physical, and emotional growth of its cadets.

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

I understand that the curriculum to be used is scope and sequence

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

Many things qualify as characteristics of a successful school. Among them is engagement of student population as well as engagement of the parent community. Another indication of a successful school is that student enrollment estimations are consistently met and exceeded.

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

Perhaps the strongest indicator that a school is succeeding its mission is the financial vitality of it. A robust financial performance meaning that the school is "in the black" would point in the direction of success.

### **Governance**

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

The board will be responsible for fiscal oversight, accountability regarding student performance and strategic planning including fundraising.

2. Provide a forecast of where you see the school after its first year of operation and then again in 4 years.

After the first year of operation, the school should reveal a positive number on the balance sheet and the enrollment expectations should be met. Additionally, students should be exceeding state standards academically speaking. Finally, Charter renewal should occur after 1 year of operation. After 4 years of being operational, it is expected to continue to show positive numbers on financial documents and to have a waiting list due to the demand of the educational experience.

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

A key critical step in ensuring the success of the school will be the selection of the right leader. The proper person is someone who wholeheartedly believes in the mission of the school. The

board will provide support to that individual thereby creating and sustaining a strong partnership that is built on mutual trust and respect.

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

Address with Board President

#### Disclosures

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.  
☒ I / we do not know any such board members. ☐ Yes
2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.  
☒ I / we do not know any such employees. ☐ Yes
3. Indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee, or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.  
☒ I / we do not know any such persons. ☐ Yes
4. Indicate if you, your spouse, or other immediate family members have any ownership or financial interest in the charter school, including but not limited to the building and real property to be used in the operation of the charter school, or anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of your ownership or financial interest in the school and/or the business that is being or will be conducted.  
☒ I / we do not anticipate conducting any such business. ☐ Yes
5. If the school intends to contract with a Charter Management Company indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.  
☐ Not applicable because the school does not intend to contact with a Charter Management Company.  
☒ I / we do not know any such persons. ☐ Yes
6. If the school contracts with a Charter Management Company, please indicate whether you, your spouse, or other immediate family members have a direct or indirect ownership, employment, contractual, or management interest in the provider. For any interest indicated, provide a detailed description.  
☐ N/A ☒ I / we have no such interest. ☐ Yes



7. If the school plans to contract with a Charter Management Company, indicate if you, your spouse, or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.  
☐ N/A ☒ I / we or my family do not anticipate conducting any such business. ☐ Yes
8. Indicate whether you, your spouse, or other immediate family members are a director, officer, employee, partner, or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.  
☐ Does not apply to me, my spouse, or family ☒ Yes  
Employee of bank where FSMA checking account is maintained
9. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to, exist should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.  
☒ None ☐ Yes

---

#### Certification

I, Lauren Garcia Lauren Garcia, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective board member for First State Military Academy Charter School is true and correct in every respect.

Lauren Garcia  
Signature

12-17-12  
Date

# CHARTER SCHOOL BOARD MEMBER INFORMATION FORM

*(To be completed individually by each proposed charter school board member)  
14 Del. C. § 512 (1), (3), (6) and (9)*

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

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

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

## Background

1. Name of charter school on whose Board of Directors you intend to serve: First State Military Academy
2. Full name: Antonio R. Janairo  
Home Address: 644 Venue Drive, Dover, DE 19901-4305  
Business Name and Address: Retired  
  
Telephone No.: 302-730-9412  
E-mail address: arjanairo@aol.com
3. Brief educational and employment history.  
Resume and professional biography are attached.
4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). DOES NOT APPLY TO ME.
5. Why do you wish to serve on the board of the proposed charter school? To assist the FSMA Charter School in furthering and achieving educational goals.
6. What is your understanding of the appropriate role of a public charter school board member? Provide oversight and strategic direction.

7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). SERVED TWO YEARS AS VOLUNTEER MEMBER OF FINANCE COMMITTEE FOR TOWN OF WILLIAMSTOWN, MASSACHUSETTS.
8. Describe the specific knowledge and experience that you would bring to the board. RETIRED PROFESSIONAL ENGINEER, FACILITIES MANAGEMENT, AND CONSTRUCTION CONTRACT PROCUREMENT.
9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application.  
Yes

### **School Mission and Program**

1. What is your understanding of the school's mission and guiding beliefs? PREPARE EACH STUDENT TO ENTER A SUCCESSFUL ADULT LIFE
2. What is your understanding of the school's proposed educational program? A CHALLENGING AND DEMANDING CURRICULUM AND (JROTC) WAY OF LIFE.
3. What do you believe to be the characteristics of a successful school? ONE IN WHICH THE BOARD, SCHOOL ADMINISTRATION, FACULTY, STAFF, AND PARENTS CARE AND SUPPORT EACH OTHER SO THAT EACH CADET WILL SUCCEED.
4. How will you know that the school is succeeding (or not) in its mission? METRICS IN ENROLLMENT, RETENTION, GRADUATION RATE, PARENT AND COMMUNITY FEEDBACK

### **Governance**

1. Describe the role that the board will play in the school's operation. SET THE STAGE FOR WISE PERSONNEL AND FINANCIAL DECISIONS.
2. Provide a forecast of where you see the school after its first year of operation and then again in four years. 2014, LOTS OF HARD WORK AND LONG HOURS. 2019, A TIME TO BREATHE EASIER.
3. What specific steps do you think the charter school board will need to take to ensure that the school is successful? BE SUPPORTIVE AND ANTICIPATING OF THE SCHOOL'S NEEDS.
4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school? DISCUSS WITH MEMBER CONCERNED; PURSUE WITH BOARD EXPEDITIOUSLY.

### **Disclosures**



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

I / we do not know any such board members.

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

I / we do not know any such employees.

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

I / we do not know any such persons.

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

I / we do not anticipate conducting any such business.

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

I / we do not know any such persons.

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

I / we have no such interest.

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

I / we or my family do not anticipate conducting any such business.

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

that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

Does not apply to me, my spouse, or family

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

None

### Certification

I, ANTONIO R. JANAIRO, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective board member for FIRST STATE MILITARY ACADEMY Charter School is true and correct in every respect.



Signature

DECEMBER 14, 2012  
Date

## CHARTER SCHOOL BOARD MEMBER INFORMATION FORM

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

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

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

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

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

### Background

1. Name of charter school on whose Board of Directors you intend to serve:

**First State Military Academy**

2. Full name: **David W. McGuigan**

Home Address: **128 Westside Lane, Middletown, Delaware 19709**

Business Name and Address: **George & Lynch, Inc., 150 Lafferty Lane, Dover, DE 19901**

Telephone No.: **302-218-1375**

E-mail address: **dmcguigan@geolyn.com or tinkmcg@aol.com**

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

**X** Resume and professional biography are attached.

4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☐ Does not apply to me. **X** Yes

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

**To provide experienced business and community leadership to the board, and parental involvement and experience gained while 2 sons attended Delaware Military Academy. Founding President of DMA Athletic Boosters and 6 year board member of this 501 C3 support organization.**

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



**Assure compliance with the Charter**

**Assures that students are meeting or exceeding educational goals and requirements**  
**Strong Community/Parental involvement with the school**

7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.  
**See item 5 above plus resume attached.**
8. Describe the specific knowledge and experience that you would bring to the board.  
**See Resume attached.**
9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application. ☒ Yes ☐ No

**School Mission and Program**

1. What is your understanding of the school's mission and guiding beliefs?  
**The mission of The First State Military Academy is to provide an educational experience that focuses on developing the intellectual, physical and emotional growth of its cadets. By cultivating an environment that rewards honesty, integrity, teamwork, and commitment, cadets will develop respect for themselves, those on whom they depend, and those that depend on them, ensuring successful entry into adult life.**
2. What is your understanding of the school's proposed educational program?  
**The curriculum is the New Tech Method**
3. What do you believe to be the characteristics of a successful school?  
**Academic success for all students**
4. How will you know that the school is succeeding (or not) in its mission?  
**I would know the goals and objectives of the school and ask questions to understand if these goals are being met. And if not, why not and what the plan would be going forward to meet the goals**

**Governance**

1. Describe the role that the board will play in the school's operation.  
**Financial Oversight. Understand the per cadet allocation of funds and track enrollment.**
2. Provide a forecast of where you see the school after its first year of operation and then again in four years.  
**The school would open with full 9<sup>th</sup> and 10<sup>th</sup> grade cadets.**
3. What specific steps do you think the charter school board will need to take to ensure that the school is successful?  
**Sound financial management and meeting goals set forth in the Charter.**

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

**I would bring my concerns to the executive members of the board for appropriate action according to law. If I do not obtain satisfaction, I would bring my concerns to the Department of Education.**

#### **Disclosures**

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

☐ I / we do not know any such board members. **X** Yes

**Dennis Dinger is President of George & Lynch, Inc. and is my employer.**

**Christopher Weeks is an employee of Becker Morgan, Inc., a firm that on occasion is the engineering firm on projects constructed by G&L in the normal course of business.**

**I am acquainted with other board members due to involvement on the FSMA Founding Board of directors**

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

**X** I / we do not know any such employees. ☐ Yes

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

☐ I / we do not know any such persons. **X** Yes

**In the normal course of business, we are acquainted with engineering and construction businesses that may have an interest in designing and/or constructing the school facilities. This would include George & Lynch, Inc., my current employer. My spouse is employed by EDIS, a construction management firm that has expressed an interest in providing CM Services for the school along with Bancroft Construction and Wohlsen construction. G&L has worked for all three of these firms in the past.**

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

**X** I / we do not anticipate conducting any such business. ☐ Yes

5. If the school intends to contract with a Charter Management Company indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the

answer is in the affirmative, please describe any such relationship.

☐ Not applicable because the school does not intend to contact with a Charter Management Company.

☒ I / we do not know any such persons. ☐ Yes

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

☐ N/A ☒ I / we have no such interest. ☐ Yes

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

☐ N/A ☒ I / we or my family do not anticipate conducting any such business. ☐ Yes

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

☒ Does not apply to me, my spouse, or family ☐ Yes

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

☐ None ☒ Yes

Only to the extent as mentioned above, that George & Lynch may be interested in providing certain construction services as would my spouse' firm EDIS, in which case I would excuse myself from any involvement in the selection process by the board of directors.

---

#### Certification

I, DAVID W. McGUIGAN, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective board member for FIRST STATE MILITARY ACADEMY Charter School is true and correct in every respect.

  
Signature

12/12/12  
Date

# CHARTER SCHOOL BOARD MEMBER INFORMATION FORM

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

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

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

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

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

## Background

1. Name of charter school on whose Board of Directors you intend to serve:  
**First State Military Academy**
2. Full name: **Jerome T. Ridgeway, Jr.**  
Home Address: **121 Cherry Drive Magnolia, De. 19962**  
Business Name and Address: **Retired**  
  
Telephone No.: **410-925-2522**  
E-mail address: **jrridge@yahoo.com**
3. Brief educational and employment history. (No narrative response is required if resume and professional biography are attached.)  
☒ Resume and professional biography are attached.
4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☒ Does not apply to me. ☐ Yes
5. Why do you wish to serve on the board of the proposed charter school? To help ensure the FSMA Charter School achieves its educational goals and becomes a highly respected educational institution!



6. What is your understanding of the appropriate role of a public charter school board member? To provided strategic, budgetary oversight and hire a school superintendent. To be responsible for the schools operational progress, setting policies, procedures and evaluating the school superintendent.
7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member. Twenty year Air Force Retired Senior Non-Commissioned Officer with varied experiences setting goals, meeting high level standards, creating written policies/procedures and meeting budget goals. Served as Senior Project Manager, managing a multimillion dollar, Global Communications Company Internet Service Delivery operation. Created policies, established operational guidelines and managed budgets.
8. Describe the specific knowledge and experience that you would bring to the board. Retired Professional Military member; Project Management; Property Management; Facilities Maintenance Management; Budget Management; Business Management Degree and Master of Business Administration Degree.
9. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application. ☒ Yes ☐ No

#### **School Mission and Program**

1. What is your understanding of the school's mission and guiding beliefs? To ensure each student receives exceptional academic training along with physical and emotional experiences to prepare them for a successful entry into adulthood.
2. What is your understanding of the school's proposed educational program? An intellectually challenging and new academic curriculum model and JROTC culture that builds leadership skills, improves physical health and boosts self-confidence.
3. What do you believe to be the characteristics of a successful school? That everyone involved with the school has the same vision for the school and know where it's going, why and how! That all roles and responsibilities are clearly defined and understood in relation to achieving the school mission. The end result is a well rounded, highly educated and confident student ready to face the world head on.
4. How will you know that the school is succeeding (or not) in its mission? Student enrollment levels, graduation rates, testing, teacher, parent and community feedback. Monthly analysis of school metrics, budget and procedures and administrator feedback.

#### **Governance**

1. Describe the role that the board will play in the school's operation. Create sound school procedures and policies that adhere to state and federal regulations. Ensure the best qualified School Leader/Superintendent is hired. Make sound financial decisions and ensure the board is active in the schools operation working through the school leader.
2. Provide a forecast of where you see the school after its first year of operation and then again in four

years. Completing our first successful 9<sup>th</sup> and 10<sup>th</sup> grade classes and working out any problems encountered during that first year. The Board will be working closely with the school leader to ensure the first year operation is successful. After the fourth year we should have worked out any issues we might have and the Board is taking more of an analyzing role reviewing the schools operations and the school leader's performance. Enjoying our 2<sup>nd</sup> Graduating Class!

3. What specific steps do you think the charter school board will need to take to ensure that the school is successful? Be highly supportive of the school and actively involved with the school leader in resolving issues and or making changes in policy or procedures.
4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school? Discuss the matter immediately with the member(s) to have the issue resolved. If not the matter cannot be resolved I would bring it to the attention of the full board for direct and immediate action!

### Disclosures

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.  
☐ I / we do not know any such board members. ☒ Yes  
**Knew one Board Member briefly from previous employment together at the Dover Housing Authority**
2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.  
☒ I / we do not know any such employees. ☐ Yes
3. Indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee, or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.  
☒ I / we do not know any such persons. ☐ Yes
4. Indicate if you, your spouse, or other immediate family members have any ownership or financial interest in the charter school, including but not limited to the building and real property to be used in the operation of the charter school, or anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of your ownership or financial interest in the school and/or the business that is being or will be conducted.  
☒ I / we do not anticipate conducting any such business. ☐ Yes
5. If the school intends to contract with a Charter Management Company indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.  
☐ Not applicable because the school does not intend to contact with a Charter Management

Company.

☒ I / we do not know any such persons. ☐ Yes

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

☐ N/A ☒ I / we have no such interest. ☐ Yes

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

☒ N/A ☐ I / we or my family do not anticipate conducting any such business. ☐ Yes

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

☒ Does not apply to me, my spouse, or family ☐ Yes

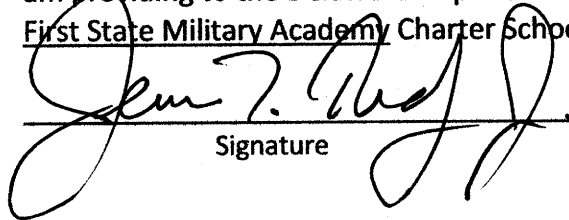
10. Indicate whether there are any potential ethical or legal conflicts of interests that would, or are likely to, exist should you serve on the school's board. If so, describe the potential ethical or legal conflicts of interest.

☒ None ☐ Yes

---

### Certification

I, Jerome T. Ridgeway, Jr., certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective board member for The First State Military Academy Charter School is true and correct in every respect.

  
Signature

12-16-12  
Date

# CHARTER SCHOOL BOARD MEMBER INFORMATION FORM

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

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

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

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

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

## Background

1. Name of charter school on whose Board of Directors you intend to serve: First State Military Academy
2. Full name: Charles E. Taylor  
Home Address: 303 McKay's Corner Road  
Townsend, Delaware 19734  
Business Name and Address: Providence Creek Academy Charter School  
273 W. Duck Creek Road  
PO Box 265  
Clayton, Delaware 19938  
Telephone No.: 302-653-9064; 302-399-8005  
E-mail address: Pcacharles@aol.com
3. Brief educational and employment history. (No narrative response is required if resume and professional biography are attached.)  
☒ Resume and professional biography are attached.
4. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school, or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☐ Does not apply to me. ☒ Yes
5. Why do you wish to serve on the board of the proposed charter school? I wish to assist in offering students a quality education and an opportunity to become productive citizens.



6. What is your understanding of the appropriate role of a public charter school board member? The role of any school board member is to provide oversight of the leader and operations of the school to include fiduciary responsibility.

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

6. Describe the specific knowledge and experience that you would bring to the board. As stated in my resume and bio, I have direct experience as a board member of a traditional school district. Also I have direct leadership experience in a well-established charter school. As one of the founders of that charter school, I bring knowledge as to how a successful school should operate and understand the roles and responsibility of each part of the entire school

7. Indicate if you have submitted the results of a criminal background check and check of the Child Abuse Registry according to the instructions provided in the charter application. X ☐ Yes ☐ No

### **School Mission and Program**

1. What is your understanding of the school's mission and guiding beliefs? To prepare students to be successful in the world of work to include the college. The skills necessary to succeed in today's world have changed, and the school will offer a different concept for success to include Jr. AROTC.

2. What is your understanding of the school's proposed educational program? As stated above, to prepare students with the skills that they need to be successful in any endeavor that they choose. Project Based Learning with the Jr. AROTC combined will offer a self-directed way to success with guidance along the way for each student.

3. What do you believe to be the characteristics of a successful school? A successful school will have high expectations for graduation requirements and a high graduation rate for its students. Students will be afforded the opportunity to excel. The school will always have a balanced budget along with a high retention rate of staff. Parent satisfaction will be above the 96% range as well as student reenrollment of 96%.

4. How will you know that the school is succeeding (or not) in its mission? The indicators will be the performance frameworks, Delaware State Student Testing programs, as well as the graduation rate.

### **Governance**

1. Describe the role that the board will play in the school's operation. The board will provide oversight to the administration and will ensure that all requirements are met within the guidelines of the Delaware Department of Education.

2. Provide a forecast of where you see the school after its first year of operation and then again in four years. As a new school there are areas that may change after the school open. These changes may be considered growing pains. After the first year of operation, each subsequent year will offer an opportunity for expansion and refinement of the curriculum and the operating budget as well as

physical facilities.

3. What specific steps do you think the charter school board will need to take to ensure that the school is successful? The charter school board must have open lines of communication between students, parents, and staff. They must remain aware of the changing learning environment. In addition the charter school board must hold the administration and staff accountable for the growth and operation of the school. Prudent monitoring of all indicators that make a school successful to include annual board training is required.
4. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school? It is best to be transparent and judge situations by the facts. The board should follow its by-laws and the Law.

#### Disclosures

1. Indicate whether you or your spouse knows the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.  
☐ I / we do not know any such board members. ☒ Yes, The founding board reached out to me for advice as I was a Charter School Leader.
2. Indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.  
☐ I / we do not know any such employees. ☒ Yes, my spouse and I have been employees of a charter school that has no association to First State Military Academy. My wife retired as of July 1, 2012.
3. Indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee, or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.  
☐ I / we do not know any such persons. ☒ Yes—I know that ISDC (Innovative Schools Development Corporation) is working on the charter application.
4. Indicate if you, your spouse, or other immediate family members have any ownership or financial interest in the charter school, including but not limited to the building and real property to be used in the operation of the charter school, or anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of your ownership or financial interest in the school and/or the business that is being or will be conducted.  
☒ I / we do not anticipate conducting any such business. ☐ Yes
5. If the school intends to contract with a Charter Management Company indicate whether you or your spouse knows any employees, officers, owners, directors, or agents of that provider. If the answer is in the affirmative, please describe any such relationship.  
☐ Not applicable because the school does not intend to contact with a Charter Management

Company.

x ☐ I / we do not know any such persons. ☐ Yes

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

x ☐ N/A ☐ I / we have no such interest. ☐ Yes

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

x ☐ N/A ☐ I / we or my family do not anticipate conducting any such business. ☐ Yes

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

x ☐ Does not apply to me, my spouse, or family ☐ Yes

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

x ☐ None ☐ Yes

---

### Certification

I, Charles E. Taylor, certify to the best of my knowledge and ability that the information I am providing to the Delaware Department of Education as a prospective board member for First State Military Academy Charter School is true and correct in every respect.

  
Signature

11/16/2012  
Date